

Library
-6 1920
OF MICH.

NATIONAL ASSOCIATION *of* CORPORATION TRAINING BULLETIN

25 Cents a Copy

\$2.00 For a Year

Volume VII

October, 1920

Industrial Mutual Benefit Associations

Among the thrift activities in industrial and commercial organizations, mutual aid associations have a first place. There is no time when financial assistance is more appreciated than during illness or periods of distress. Approximately one-half of the business organizations having membership in the Association maintain mutual benefit organizations. The amount of dues and the amount and period of benefit payments vary largely, as also do other features of the plans. Management in most cases is centralized in the hands of employees, although the member companies in many instances contribute to the welfare of the associations. Believing BULLETIN readers are interested in mutual aid schemes, the feature article in this issue of the BULLETIN gives full details as to dues, benefits, management, and other factors in mutual aid plans.

PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE

National Association of Corporation Training

Headquarters, 130 East 15th Street, New York, N. Y.

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Training aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employe; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employes. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the By-Laws—Article V.

SECTION 1.—An admission fee of \$100.00 shall be charged all new class "A" members in addition to annual dues.

SECTION 2.—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00
The annual dues of Class "B" members shall be 5.00
The annual dues of Class "C" members shall be 10.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues or \$75.00. Those joining between July 1 and October 1 shall pay six months' dues or \$50.00. Those joining between October 1 and December 31, shall pay three months' dues or \$25.00.

Officers 1920-1921

PRESIDENT

L. L. Park
American Locomotive Company

FIRST VICE-PRESIDENT

M. S. Sloan
Brooklyn Edison Co., Inc.

SECOND VICE-PRESIDENT

Henry S. Dennison
Dennison Manufacturing Company

SECRETARY

Dr. Lee Galloway
New York University

MANAGING DIRECTOR AND TREASURER

F. C. Henderschott
The New York Edison Company

EXECUTIVE COMMITTEE

Sydney W. Ashe
General Electric Company
C. E. Bilton
The Bilton Machine Tool Company
Carl S. Coler
Westinghouse Electric & Manufacturing Company
J. H. Yoder
The Pennsylvania Railroad Company
John McLeod
Carnegie Steel Company
E. E. Sheldon
E. E. Donnelley & Sons Company
W. W. Kincaid
The Spirella Company, Inc.
George N. Van Derhoef
Dodge Manufacturing Company
K. W. Waterson
American Telephone & Telegraph Company
F. E. Weakly
Montgomery Ward & Company

BULLETIN

Published Monthly by

NATIONAL ASSOCIATION OF CORPORATION TRAINING

130 E. 15th Street, New York, N. Y.

Edited by F. C. Henderschott, Managing Director

25 Cents a Copy

\$2.00 For a Year

Volume VII

October 1920

No. 10.

POST-WAR WORLD CRISIS HAS BEEN PASSED

A representative of the National City Bank of New York has made a careful survey and study of the elements which enter into the reconstruction period that followed the close of the world war. He has reached the conclusion that the crises has been safely passed.

"Few things are so hard to find as a true perspective. At what point following an event it becomes safe to draw conclusions it is impossible to say—probably it would not be the same in the case of any two events. At any rate, few will question the soundness of the belief that we have not yet grown far enough away from the war to learn exactly what measures were wise and what unwise, what conformed to natural and economic laws and what violated them, what were good for the well-being of mankind and what set backward for a time the forward march of humanity.

"But in all the unrest and upheaval that have followed the war the world knows this, that at least 95 per cent of the dire predictions of calamity made during the war, at its close and so recently as four months ago have failed to be realized and that every day that passes makes the likelihood of their being realized more and more remote. To review with any degree of intelligent accuracy the present course of world affairs would be a monumental task, but the main currents are not hard to discern.

"Perhaps nothing is more necessary in approaching such a task than to realize thoroughly that never for one minute have economic laws ceased to operate during the past six years, in spite of any surface indications to the contrary, and that not one measure designed to alter by legislative edict the workings of these inexorable laws has had a whit more influence on events than the command of Canute ordering the tide to roll back. Just as surely as water will find its level, so world affairs will continue to conform to laws just as certain, even if more complicated, as the law of gravitation. Incidentally, one of the most hopeful

signs of the present time is the growing recognition in governmental and other circles that progress comes faster when man directs his projects in the way they must go rather than tries to devise new schemes designed to bring about the millennium via the air-line route.

"In the first place, there is nothing new about the condition in which the months following the war's close found the world. Every great conflict has produced a situation paralleling the present in a greater or less degree. Sometimes the pendulum of reaction from the strain of a long-sustained conflict has not swung as far as at present, but often it has swung further. Crises of much less importance to the world have been followed by the appearance of visionaries with panaceas for all the world's ills, and in the comparatively short history of the United States there have been half a dozen such situations. There is no radical proposition now being urged on the attention of the world's people that has not had a hundred predecessors equally as faulty, if they are faulty, or equally as valuable, if they are valuable.

"In our country, the least damaged of all important nations by the European conflict, it is easy to trace the rise of the unrest which, there seems to be good reason to believe, has already passed its peak. First of all, a prosperity based on the life and death situation confronting the allied powers of Europe, compelling, as it did, the buying of goods from the United States without thought of price or available reserve supplies, was an unsafe foundation on which to build. Second, the entrance of the United States into the conflict was followed by the adoption of governmental policies in providing for war needs that threw out of alignment the ordinary processes of business to such an extent that a concurrent upward price movement and currency inflation became inevitable. The "cost-plus" system of letting government contracts and the use of the Federal Reserve banks for the issuance of loans against governmental obligations, rather than against actual commodities, as intended by the framers of the Reserve act, are perhaps the two leading examples of the many factors that inflated our currency and deflated our production. . . .

"There is no doubt that the men who operate the railroads of this country were not being paid enough in comparison with present living costs, and the action of the wage board in granting the recent increase will have a stabilizing effect on all labor. The great point in the labor situation at this time, however, is the report from all lines of manufacturing that labor efficiency is increasing. That is the great test. What difference does it make

how high wages go if production keeps pace with it? Better for all concerned if the average worker in this country could receive twice his present compensation if the stock of consumable goods could be increased proportionately, a state of affairs not impossible of attainment. The disposition to give a day's work for a days pay is likely to make a turning point in the entire attitude of labor toward industry and production. With an increased knowledge of the economics of production among the country's labor leaders and a decreased output of the communistic mouthings of such men as Foster, the well-being of labor, organized and unorganized, will be appreciably bettered. . . ."

The bank's representative next takes up the fears which possessed the public directly after the signing of the Armistice.

"The memory of the public is notoriously short, but there are not many who will not recollect the pessimistic predictions that filled our periodicals last December, January and February. Europe was pictured on the verge of dissolution; France about to repudiate its obligations; Italy facing a revolution; Germany on the point of embracing bolshevism and setting up a soviet government; India in revolt, and the countries of the Far East functioning without any organized or stabilized governments. Men otherwise cautious in their statements declared that before six months untold millions in Europe would die of cold and starvation, while disease would ravage the entire world, including the United States.

"Little, indeed, of this program of calamity has been realized. England, with after-war problems much greater than those of America, is back at work, sending out its manufactured goods to all corners of the earth in exchange for raw materials, lending money as of old and proving to the world that British credit and stability is as steady as Gibraltar itself. Belgium hums with industry; in many lines of business more than 90 per cent of pre-war production is reported. France again proves the sterling character of the French people. With a dogged determination to make their country once more the garden spot it formerly was, they are reconstructing the devastated districts, replacing the peasants in their homes, rebuilding factories and mills and preparing a fiscal policy that will again provide a surplus of income over outgo.

"Italy, in some respects the worst hit of all in that its economic condition before the war was so unsatisfactory, has confirmed the hopes of those who believed it would worry through the crisis without any fundamental changes. Perhaps the best of all is the showing made by the Bohemian people in their re-won country,

Czecho-Slovakia. With a resolute determination to bring about economic stability at any cost, the measures adopted by President Mazaryk and his advisers have proved their correctness and have benefited, by example, every new country in Europe.

"Russia is difficult to analyze, but there can be no doubt that the recent offers of concessions from the soviet government in return for trade with the outside world indicate recognition on the part of Lenin and his associates that they cannot much longer continue present policies. It is true that in Poland they have created an ugly situation, doubtless through the very sort of nationalistic appeal they have heretofore pretended to despise, but if the mass of the Russian people are in favor of this latest adventure they have so far given no evidence of it. Economic laws operate in Russia as elsewhere and a national system that attempts to displace individual initiative with the power of the state will ultimately be its own undoing.

"Perhaps the most interesting of all Europe's problems is that found in Germany. Saddled with a debt well-nigh hopeless, there is scarcely any excess in which its people might have indulged after their defeat that would have surprised the world. The fact is, that in spite of sporadic troubles growing out of the establishment of the German republic and the attempt of various factions to gain control, Germany has been unbelievably quiet. Better still, it is again at work.

"If any one thing about Germany is certain it is that its people have again asserted their characteristic industry, and that in so far as materials at hand will permit every factory is resuming and is offering jobs to workers who in Russia are offered communistic tracts. No German with a job is a favorable subject for attention from agitators who believe that whatever is ought to be changed. Along this line an interesting article recently appeared in the *London Times*. This newspaper sent a well-qualified representative on a trip through the industrial districts of Germany, and his report makes exceedingly interesting reading. He tells of the manner in which the country has turned to its big business executives, the men who brought about the prosperity that the Kaiser and his crew wrecked and who are now seeking to restore their country to its former important place as an industrial nation. He says further:

"Of one thing I am well convinced, and that is, that there is no danger of bolshevism in Germany. Nearly twenty months have elapsed since the revolutionary movement which overthrew the old order of things. Germany has had sporadic outbreaks of extremists, and she will have them again; but disorder is utterly

repugnant to the German mind, and the majority, the great majority, of Germans cling to the things that were best in the lives of their fathers."

A POWERFUL STABILIZING AND CONSTRUCTIVE FORCE

Commenting on the reorganization of the Association and the decision to incorporate and build a physical plant, the *New York Times*, one of the leading, if indeed not the most influential newspaper in the United States, in an editorial says:

"The idea put forward by the National Association of Corporation Training may easily prove the most powerfully stabilizing and constructive force in the great world which is bounded by labor, capital and production. Stated briefly, it is that every steady workman with a first-class brain shall have a first-class business education."

The above endorsement from so worthy a source will not only prove a matter of gratification, but also an inspiration to every member cooperating in the development of the Association's work.

Continuing its comment, the *Times* said:

"Under modern conditions the lower rungs of the ladder are hard to climb; and when a man has mastered his trade and risen perhaps to a minor managerial position he too often finds that he lacks the education which is requisite to further advancement. He needs a thorough knowledge of the machines he is operating, of the raw materials he is using, of all the processes that lead up to and follow his own department. Without such information he is destined to spend the rest of his life at a minor post; with it he can rise steadily to whatever position his abilities command. At this point his employers step in and send him to the American Institution of Industry. Many of our great corporations have already their individual schools; the new idea is to combine these in a national college. The boy who starts life with only his own steadiness and ability will receive an education which is certainly as useful, though perhaps not as ornamental, as that of the boy whose parents send him to college. Under the old apprenticeship a boy learned at most his trade. This new apprenticeship is for young men who have proved themselves, and it leads upward to any height of managership, and even to the control of industry.

"From the point of view of capital the system is equally advantageous. For much of the current labor unrest there is all too real a basis in hardship. This is not necessarily the fault of the employer. Such things have always been, and it is not easy

to see how they can be wholly removed from the mortal lot. But in so far as the paths of advancement are opened up to all men of energy and ability, just so far will the causes of unrest be removed and the menace of radical agitation allayed. In the past we have cited it as a triumph of free institutions and a prime cause of our industrial efficiency that so many of our corporation presidents have risen from the ranks; but that past is closing behind us. Specialized science is yearly taking a larger part in industry. If advancement is to remain free, it can only be on the basis of liberal education for the deserving worker."

NEWSY NOTES

Miss Julia Dean is Company Nurse and Woman's Supervisor for the Bridgeport Brass Company.

Mr. Howard M. Archer is the new Director of Athletics for the Erie Plant of the General Electric Company.

Four thousand, five hundred and seventy-four employes of the Western Electric Company have purchased bonds of the Company, aggregating approximately two billion dollars. The price at which these bonds were sold to the public was par of \$100.00, but the actual cost to employes was \$89.84.

The men employed at the Schenectady Works of the General Electric Company recently gave an exhibition of garden products, and at the same time the girls employed at the same works gave an exhibition of needle-work. There were prizes, and a great deal of interest in the exhibits.

Curtis Brothers & Company Employes' Handbook

Curtis Brothers & Company, of Clinton, Iowa, one of the subsidiaries of the Curtis Companies, Inc., have just issued an employes' handbook. After giving a brief history of the Company, the different organizations of interest to new employes are clearly set forth. The Company maintains an industrial democracy plan, also an employes' stock purchase plan. The Curtis Club is open to employes of the Company, and the Company also grants retirement or annuity pensions. Group insurance, the suggestion system and apprentice training are all available to employes, and the Company grants vacations with remuneration according to years of employment and the employes' records.

ARTICLES OF INCORPORATION AND BY-LAWS

In Which Are Set Forth the Objects of the Association, Its Functions and the Activities Proposed to Be Carried On—Provisions Are Made in the By-Laws for a Board of Thirty Trustees and for Managing Directors to Be Made Up from the Board of Trustees, a President, Vice-President, Secretary, Treasurer and a Managing Director—Provision Is Also Made for an Executive Council and Its Functions Determined—The New Organization Is Not Materially Different from the Old Except That the Association Will Be in Position to Receive Endowments for General and Specific Purposes and Will Have a Home with a Plant for Making Effective Its Functions—The Board of Trustees Will Have Authority as to Policy, Finance and Faculty

In the September issue of the BULLETIN there was an account of the action of the Executive Committee of the Association, which included the results of the mail vote of Class "A" members to incorporate, and the adoption of By-Laws, which had been prepared by the Executive Committee. Action was taken too late to give all of the details in the September issue of the BULLETIN.

A Sub-Committee to incorporate the Association, consisting of Vice-President Dennison as Chairman, and Messrs. Carl S. Coler, C. E. Bilton, J. H. Yoder, was appointed. This Committee will determine in what state the Association can incorporate to best advantage, and take such other steps as are necessary in order to complete incorporation, as instructed by the Class "A" members.

ARTICLES OF INCORPORATION

Provide for the names of incorporators which will undoubtedly be those constituting the present Executive Committee, and further provide that the force, funds and property of the Association shall be in charge of the Board of Trustees provided for in the By-Laws.

The particular object of the Association is the founding of an organization that shall contribute in every way possible to the mutual benefits of all concerned in industrial and commercial enterprises; to develop the efficiency of the individual employee and to coordinate his best interests with those of employers; to develop the highest standards of efficiency in industrial operations; to have the courses in established educational institutions expanded to meet more fully the needs of industry and commerce;

and to encourage all branches of literature, science and art or any of them that pertain to industry and commerce, with power;

(a) To acquire, hold and convey real estate and other property necessary for the purposes of the Association herein stated, and to establish general and special funds.

(b) To conduct, endow and assist investigation in all matters relating to commerce and industry, to the personnel relations of industry, and to the sciences, literature and arts relating thereto, to establish, encourage and cooperate with the various Local Chapters of the Association which may be established, and to contribute in all ways possible to the economic and social peace and happiness and welfare of all those engaged in industry and commerce.

(c) To appoint committees or experts to direct or carry out special lines of research and investigation; to make this information available:

1. To Industry and Commerce.

2. To Academic and Technical Institutions conducting Industrial and Commercial Courses.

(d) To publish and distribute documents and periodicals.

(e) To give courses in personnel direction and management.

(f) To conduct lectures.

(g) To hold meetings.

(h) To encourage and assist in the establishment of training and classes in industrial and commercial subjects in business concerns.

(i) To acquire and maintain libraries.

(j) To grant certificates and diplomas and to confer honorary and other appropriate degrees upon such persons as may be considered worthy.

(k) To appoint such committees, councils or other subsidiary bodies, as shall be found necessary or desirable by the Board of Trustees for the furtherance of the objects of the Association.

(l) And in general, to do and perform all things necessary to promote the objects of said Association as provided in said act.

BY-LAWS

The By-Laws provide for a Vice-President who will perform the duties of President during disability, or the President's absence.

As provided in the Articles of Incorporation, the affairs, funds and property of the Association shall be in charge of a Board of Trustees, to be elected as follows:

All members of the Board of Trustees, except to fill vacancies, shall be elected for a period of five years.

Class A—Ten Trustees to consist of past Presidents, the President, Vice-Presidents and Managing Director whose places shall be filled at the end of five years by majority vote of the original ten Class "A" trustees or their successors, at which time two shall be elected for a period of one year; two, for a period of two years; two, for a period of three years; two, for a period of four years, and two for a period of five years.

Class B—Ten Trustees to be elected by the Class "A" membership, two, for a period of one year; two for a period of two years; two, for a period of three years; two, for a period of four years, and two for a period of five years.

Class C—Ten Trustees to be elected at large by the Board of Trustees, each to serve for a period of five years from date of election.

All members of the Board to be eligible for re-election upon the expiration of their terms of office. Board of Trustees to elect their own officers.

Board of Trustees

The Board of Trustees is the supreme governing body of the Association. In addition to having charge of the affairs, funds and property of the Association, it is vested with the management, direction and administration of the affairs of the Association through its officers and through such subordinate boards, committees, councils, chapters, and such other subordinate bodies as it may authorize.

Officers of Board of Trustees.—The Board of Trustees shall elect from its own members a President, a Vice-President, and a Managing Director; also it shall elect a Secretary and a Treasurer who may or may not be members of the Board.

The President shall be elected for a term of one year, and upon his re-election the term shall be for five years or until the end of his term as trustee, or until resignation or death or displacement.

The Managing Director.—The Managing Director shall be elected for a term of one year, and upon his re-election the term shall be for five years or until the end of his term as trustee, or until his resignation or death or removal for cause within that period. Removal for cause shall rest solely upon the determination of the Board of Trustees. He shall represent the Board of Trustees while it is not in session in the routine operations of the Association. He shall be chairman of the Executive Council and shall call meetings of subordinate bodies, with the approval of the President, and shall act as chairman of such meetings un-

less otherwise provided for in these by-laws. He shall be the chief executive in the office of the Association, and shall have direct authority over its employes, and shall perform such other duties as may be assigned to him by the Board of Trustees or a subordinate managing board of directors composed of members of the Board of Trustees if such board should be appointed. He shall have charge of general activities of the Association that may be authorized under the direction of the Board of Trustees, and shall perform such other duties as pertain to his office.

The Managing Director shall not perform any act or do anything whatsoever outside of the usual routine duties of his office as set forth in these by-laws without first securing the authority of the Board of Trustees when such board is in session, or a majority mail vote of its members or the members of the subordinate board of directors, or by the authorized authority of the President of the Board of Trustees.

The Secretary shall be elected annually, and it shall be his duty to keep accurate minutes of the proceedings of the meetings of the Board of Trustees and perform such other duties as pertain to the office. He shall have charge of the official records and documents of the Association.

The Treasurer shall be elected annually and shall be required to give bond in such sum as the Board of Trustees may determine. It shall be the duty of the Treasurer to receive and pay all moneys for the Association, to keep an accurate account of the same, and to render a monthly report thereof to the President, and an annual report thereof at meetings of the Board of Trustees. He shall pay all bills (when approved by the Managing Director) and shall submit proper receipts therefor with his annual report, which shall be audited by an approved accountant.

The Board of Trustees at its discretion may appoint a subordinate board of not less than five, to be known as the Managing Board of Directors, its members to be selected from the members of the Board of Trustees. The purpose of this board is to obviate the necessity of calling meetings of the full Board of Trustees at frequent intervals, and yet giving said Managing Board of Directors such power and authority as the Board of Trustees shall determine, so that it may convene at such times and for such purposes as the Board of Trustees may desire, always subject to the limitations of power and authority extended by the Board of Trustees.

Executive Council

Organization and Officers.—The Executive Council shall consist of one representative of each Class "A" member. The

Executive Council shall elect annually from its members a vice-chairman, a secretary, and an executive committee, which shall consist of not less than fifteen nor more than twenty-five members, which shall appoint the chairman and members of such subcommittees as the Board of Trustees may authorize, and suggest such topics for consideration and discussion as in their judgment may be appropriate for the several committees.

Rights and Privileges.—It shall be the privilege of the Executive Council as a whole to suggest by resolution to the Board of Trustees for its consideration such matters as pertain to the general welfare of the Association, its committees and chapters, with such recommendations as represent the majority sentiment of the Executive Council at any regular meeting. The Executive Council shall hold at least one annual meeting to hear reports of committees, to discuss said reports, and to take action upon all matters pertaining to the instruction, administration and management of corporation schools, and it may engage in any other form of educational work pertaining to the interests of the Member Companies and the personnel relations existing between said companies and their employes; provided, however, that the Executive Council shall not do anything which will conflict with the corporate rights and privileges of the Association or of the rules and regulations established by the Board of Trustees or contained in these by-laws.

Membership

Members shall be divided into three classes: Class "A" members (company members), Class "B" members, and Class "C" members (associate members).

Class "A" members shall be commercial, industrial, transportation, financial or governmental organizations whether under corporation, firm or individual ownership, which now are or may be interested in the education and training of their employes. They shall be eligible through their properly accredited representatives to attend all general meetings of the Association, to vote in the Executive Council, committees and other bodies except as otherwise provided that are subordinate to the Board of Trustees, excepting the Managing Board of Directors, and to hold office.

Section 3. Holding companies shall be treated as separate units, and such memberships shall serve only employes at the general offices and shall not include subsidiary companies which shall take direct membership under their own name. Governmental departments and organizations eligible to Class "A" membership but without capital stock shall pay annual dues of \$100.

Section 4. Class "B" members shall be any employe of a Class "A" member. They shall be entitled to hold office and to attend all general meetings of the Association.

Section 5. Class "C" members shall be those not eligible for membership in Class "A" or Class "B" who are in sympathy with the objects of the Association. They are entitled to attend all general meetings of the Association, to participate in the proceedings, but have no vote.

Fees and Dues

An admission fee of \$100.00 shall be charged all new Class "A" members in addition to annual dues.

Section 2. The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00.

The annual dues of Class "B" members shall be \$5.00.

The annual dues of Class "C" members shall be \$10.00.

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues, or \$75.00. Those joining between July 1 and October 1 shall pay six months' dues, or \$50.00. Those joining between October 1 and December 31 shall pay three months dues, or \$25.00.

Meetings

Regular meetings of the Executive Committee of the Executive Council shall be held at least once annually. Other meetings of the Executive Committee may be called at any time upon fifteen days' notice to the members thereof by the Managing Director, with the approval of the President. Special meetings of the Executive Council may be called at any time upon fifteen days' notice to the members through the Managing Director with the approval of the President.

A majority of the Executive Committee or such other number as it may determine shall constitute a quorum. Fifteen members of the Executive Council shall constitute a quorum.

Amendments

These By-laws may be amended by the Board of Trustees at any regular, annual, or other meeting, by a two-thirds vote of a quorum, provided written notice of any proposed amendment be given to the members of the Board of Trustees at least thirty days before the meeting of the Board, at which time such amendment may be acted upon.

INDUSTRIAL MUTUAL BENEFIT ASSOCIATIONS

Approximately One-Half of the Industrial and Commercial Organizations Having Membership in the Association Report Mutual Aid Organizations, but Vary in Qualifications as to Membership and Benefit Features—In Some Companies a Portion of the Expense Is Borne by the Company, and in Others the Employees Maintain the Organization Entirely Separate and Without Company Support—In Most of the Associations the Management Is Wholly in the Hands of the Employees

In the list of thrift activities in force among the member companies, mutual benefit associations have first place. Therefore it has seemed in order to make a statistical study of certain of the features distinguishing them more or less in common. With this in view the following data has been compiled:

Number of Class "A" members to whom questionnaires was sent, 150; number of companies reporting benefit associations, 74; associations reporting membership compulsory, 7; associations reporting different classes of membership based on wages, length of service, sex, color, etc., 44; associations reporting recreational features, 12; associations reporting medical examinations as a preliminary to membership, 25.

Associations reporting period of employment necessary before eligible for membership: two weeks, 2; thirty days, 8; two months, 3; three months, 7; six months, 5; one year, 3; two years, 4.

Associations reporting period of membership required before eligible for benefits: two weeks, 2; three weeks, 1; thirty days, 15; sixty days, 5; seventy-nine days, 8; six months, 1.

Associations reporting maximum periods during which benefits are paid: Under two months, 2; two-three months, 25; six months and under, 22; ten months and under, 5; twelve months to two years, 5; two years or until recovery, 3; dependent upon length of service, 8.

Associations reporting management: Employee, 26; joint, 22; company, 11.

Associations reporting an initiation fee: 25c., 5; 50c., 5; 75c., 1; 90c., 1; \$1.00, 9; \$2.00, 2; different sums according to classification, 5.

Associations reporting re-assessment when funds are reduced below a certain sum: 20.

Associations reporting dues per month to be: Under 25c., 6;

25c. and under 40c., 7; 40c. and under 75c., 11; 75c. and over, 6; different sums according to classification, wages, service, sex, etc., 34.

Associations reporting benefits per week to be: \$5.00 and under \$7.00, 10; \$7.00-\$10.00, 18; different sums according to classification, wages, service, sex, etc., 42.

Associations reporting death benefits to be: Under \$100.00, 12; \$100.00 and under \$200.00, 9; \$200.00 and under \$300.00, 3; \$300.00 and over, 1; different sums according to classification, dues, length of service, wages, etc., 36.

Companies contributing toward expense of associations: Entire cost, 12; 25 per cent. or under, 2; 50 per cent., 9; 75 per cent., 2; definite sums regardless of proportion, 6; no fixed sum, 14.

Associations reporting that compensation starts: Immediately after notification, 7; after third day, 6; after fourth day, 3; after fifth day, 2; after first week, 38; after second week, 2.

A study of the above data yields some interesting comparisons. For example, the variety in the proportion of the expenses of the associations assumed by the employers is interesting. The bases on which these contributions are made are likewise interesting. One company, which contributes a very large sum annually, stipulates that an average membership of at least fifty per cent of the employees shall be maintained. Another company, in addition to its contributions to the benefit association, has provided a fund from the proceeds of which it cares for employees who are not eligible to join the benefit association. Still another company has a fund of \$1,000,000, the income from which is used in paying accident and sick benefits. This company follows no set plan in making the awards, but considers each case on its own merits, the chief factors in determining the amount awarded being length of service and the necessities of the case.

Management of Associations

The management of the benefit associations is participated in largely by employees, although some companies really retain control of the management, since a majority of the association officers are company officials. Certain associations are managed by the employees alone, although in several of these the company contribution approximates fifty per cent of the benefit fund. The funds which are financed entirely by the companies are, of course, administered and controlled by them. There are one or two funds to which employees contribute in the management of which they have no voice.

Physical Examinations Required for Membership

Usually, in the large organizations, physical examinations are reported as a requisite for membership. A fee of fifty cents or one dollar frequently is charged for this examination. In several instances the company emergency hospitals are managed by the benefit associations, and in some others the regular dues of the association cover a certain amount of medical attention.

Length of Membership Required Before Eligible for Benefits

The length of time which must elapse after becoming a member before one is eligible for benefits in the various associations was not always reported. In a few cases there is a longer period of membership required before death benefits are paid than is required for payment of sick and accident benefits. One association in which membership is compulsory has a waiting period of four weeks before one is eligible for sick benefits, and three months before death benefits are paid.

It is generally necessary for the employees of those companies which furnish the entire amount of the disability fund to give a longer period of service before they become eligible for sick benefits and before payment is made for death from sickness than is required in those associations which are partly financed by the employees.

Time Between Beginning of Disability and Payment of Benefits

The necessity of guarding against the feigning of sickness or the making of slight illness an excuse to be absent from work is undoubtedly the reason that so large a proportion of the associations do not pay from the beginning of sickness. Many of these associations which do not pay from the first in cases of sickness do, however, pay from the date of injury in accident cases, since the risk of malingering in cases of injury is not so great. A number of the associations do not report the number of days intervening between the beginning of the disability and the payment of benefits. Several associations pay benefits for a longer period for injury than for illness.

Initiation Fees

The majority of the associations do not charge an initiation fee, only twenty-eight of seventy-four associations reporting that this is a requirement for membership. These fees vary from five cents to four dollars, the usual fee being one dollar. The entrance fee in five societies varies according to the different classes of dues, and sometimes depends upon the age of the applicant.

Dues and Sick and Death Benefits

By far the majority of associations report their dues as based on wages, sex, color, or other classification along natural lines. Dues of this character range from a minimum of five cents to a maximum of one dollar and a half. Fixed dues, as a rule, are either twenty-five or fifty cents. Similarly, sick and death benefits, in the majority of cases, are classified—patients and bereaved families being awarded different sums on the basis of dues paid, length of service in the company, etc. Disability benefits vary all the way from three to twenty-eight dollars per week, with an average of seven dollars; while death benefits from the very common minimum of fifty dollars reach in one association a maximum of five thousand dollars, with an average of one hundred.

Age Limits

Associations, as a rule, include age limitations among their membership regulations. No employe is eligible to membership before he is sixteen in any case reported, nor after he is sixty-five. However, a number of associations report possible modifications of their age limits, as well as other regulations, at the discretion of their boards of directors.

Forfeiture of Membership

In nearly all cases membership is forfeited upon leaving the employ of the company, but several associations provide that employes, upon terminating their connection with the company, shall be paid benefits which they may be receiving at the time, until recovery, or until the expiration of the time to which they are entitled to them. In one or two associations, members on leaving the employ of the company may retain their association membership by vote of the board of directors, or on other considerations. Other causes of forfeiture are non-payment of dues or misrepresentation.

Workmen's Compensation Laws

The benefit associations have been affected in recent years in many of the states by the enactment of workmen's compensation laws, and in the majority of cases the by-laws of these societies have been amended to exclude cases of injury incurred in the course of employment. Since the majority of these laws do not provide for payments for injuries the disability from which lasts less than two weeks, many of the associations provide for payments for this intervening period. In a number of instances, also, where the compensation laws have been less liberal than the provisions of the benefit associations for disability from industrial accidents, the employers have voluntarily assumed the larger

payments. A number of companies also which do not contribute to the associations pay a death benefit to the dependents of employees, usually stipulating a certain length of service as prerequisite to the payments.

Nordyke & Marmon Company Inaugurate a Sales and Service School

The Nordyke & Marmon Company, Class "A" member of the Association, have established at their factory in Indianapolis a sales and service school.

The purposes of this school are to show dealers in the smaller towns that they can sell cars of the highest grades, to make them better dealers and to qualify them to give service which will enable them to compete with the big city dealers. Expert instructors, men who have been successful in sales and service work, will act as teachers.

In opening this school, the Marmon Company points out that many dealers in the smaller cities and towns hesitate to take on a higher priced car because they do not feel qualified to give the grade of service which owners of such cars demand, nor do they realize the sales possibilities in the small communities. Thus this school will afford such dealers an unusual opportunity. As a further inducement, the company will pay a share of expenses of any retailer while attending the school with whom it makes a connection.

Dealers will be given an opportunity to visit the plant in Indianapolis, where expert instructors and demonstrators will give them the benefit of years of study and experience. Men experienced in selling the better grade cars will coach them for success, and experienced service men will personally school them in the most modern practice.

The Ford Technical Institute

The Ford Motor Company, Class "A" member of the Association, has announced its intention to establish an educational department to be known as the Ford Technical Institute with university rank, which will grant degrees in mechanical, electrical and chemical engineering. Complete courses will be made available to the more than 75,000 employees of the Ford Company without charge. An academic department will be established and complete laboratories will be provided. The courses cover every phase of engineering. The institute will be formally opened this fall.

NEWSY NOTES

Miss Henrietta S. Fitch has been engaged by the Industrial Service Department, Schenectady Works of the General Electric Company, to assist in the employment of women in the Schenectady Plant.

Fifty-three men out of four hundred and sixty-nine employees in one Department of the Schenectady Works of the General Electric Company took out naturalization papers on July 14th. The Company states "No extra pressure was put on this building in securing new citizens, simply the usual process of asking the men, without urging, if they wanted to get their naturalization papers."

Dr. Mead, in charge of the dental clinic at the Schenectady Works of the General Electric Company, has arranged a system by which employees may have their teeth cleaned, the names of all employees desiring this service being listed, and the employees are called to the clinic through the department clerk when their turn comes.

Mr. William H. Culbert is now in charge of the Department of Public Relations of the Wells Fargo Nevadian National Bank.

The Goodyear Tire & Rubber Company has arranged for the establishment of an open-air truck market, to be located near the factory, so that employees and their wives can go to the market in the early morning and purchase fresh vegetables and other garden product. Hucksters are barred from the market, but a selected list of farmers who sell direct to the employees without extra profit are granted the privileges of the market.

Mr. Albert Roberts is the new Supervisor of Education for the Du Pont Company at their Arlington, N. J., plant. Mr. Roberts was formerly principal of the public schools in Rockland, Mass.

Mr. Guy Scudder is the new Manager of Industrial Relations for the Lincoln National Life Insurance Company, Fort Wayne, Ind.

The Dodge Manufacturing Company of Mishawaka, Indiana,

will build and equip a permanent athletic field for the benefit of its employees.

NEW MEMBERS

Since the last statement appearing in the *BULLETIN* the following new members have been received:

Class "B"

Mr. F. A. Shattuck, Scovill Manufacturing Company, Waterbury, Conn.

Mr. H. T. Wayne, Scovill Manufacturing Company, Waterbury, Conn.

Mr. Walter S. Berry, Scovill Manufacturing Company, Waterbury, Conn.

Mr. J. O. Steendahl, S. F. Bowser & Company, Inc., Fort Wayne, Ind.

Mr. W. E. Freeman, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

Miss Florence Lindahl, Federal Reserve Bank of Chicago, Chicago, Ill.

Miss Margaret Sipple, Federal Reserve Bank of Chicago, Chicago, Ill.

Dr. A. H. Ryan, Scovill Manufacturing Company, Waterbury, Conn.

Class "C"

Miss Louise Tucker, National Acceptance Bureau, New York, N. Y.

Mr. George E. Haynes, Department of Labor, Washington, D. C.

Mr. James I. Wyer, Jr., New York State Library, Albany, N. Y.

Mr. J. R. Naylor, Spaide Shirt Company, Butler, Pa.

Mr. Morton A. Aldrich, College of Commerce and Business Administration, Tulane University, New Orleans, La.

Mr. D. B. Hinckley, Waterloo Industrial Association, Marsh-Place Building, Waterloo, Iowa.

Profit-Sharing Plan of the Western Union Telegraph Company

The Western Union Telegraph Company, in pursuance of a profit-sharing policy announced about July 1st, recently distributed to its employees nearly two million dollars. The additional remuneration paid through the profit-sharing plan represents a share of the Company's earnings during the first six months of 1920. Each employe received approximately fifty-four per cent of his January earnings.

LOCAL CHAPTERS OUTLINE SEASON PROGRAMS

Pittsburgh, Chicago, Western New York and New York City Chapters All Have Prepared Active Programs of Work for the Coming Season—Philadelphia Chapter Is Being Reorganized and a New Chapter Known as the "Southern New England Chapter," to Include All Members in the State of Connecticut, Has Been Organized

The New York, Pittsburgh, Chicago and Western New York Chapters have outlined programs for the coming season. The Philadelphia Chapter is being reorganized and will soon become active.

On September 21, the Southern New England Chapter was organized at New Haven, Conn. The Managing Director and Mr. J. F. Kelly, Secretary-Treasurer of the New York Chapter, were present and participated in launching the new organization. The Southern New England Chapter will include all members in the State of Connecticut, and starts its activities with a healthy membership and promise of a useful career. A more complete report will appear in a later issue of the BULLETIN.

Pittsburgh Chapter

The Pittsburgh Chapter has held its delayed election and Mr. I. B. Shoup of the Westinghouse Electric & Manufacturing Company is the new Chairman. Mr. Shoup advises that the Chapter plans to run three sections during the coming season, one on the Public School and Industrial Relations, one on Unskilled Labor and Americanization, and one on Foremanship Training. If sufficient interest is shown a Section on Trade Apprenticeship will also be carried on. These sections are organized as follows:

Public School and Industrial Relations, Chairman, A. B. Gibson, Manager, Westinghouse Technical Night School; Secretary, L. M. Herrick. Unskilled Labor and Americanization, chairman, J. E. Banks; Secretary, L. E. Markle. Foremanship Training, Chairman, James Hemphill; Secretary, P. E. Wakefield, both of Carnegie Steel Company.

The Public Schools and Industrial Relations Section will aim to cooperate with officers of the Public School system in Pittsburgh to foster teaching in regard to Pittsburgh Industries, and the various vocations within these Industries.

Mr. Shoup writes: "I had a conference with Superintendent Davidson on the subject, and am quite certain from his attitude

and from the manner in which he is placing his men in the vocational division, that we will get both splendid cooperation and results."

Western New York Chapter

Secretary Puffer sends the following information:

"While the Western New York Chapter's plans for the winter are incomplete, we are very glad to report, in answer to your August 31 inquiry, that we have had one meeting of the Executive Committee and that a Program Committee has been appointed and is busy planning for the winter's achievements. As soon as this plan is completed, we will send you a copy. Our meetings were discontinued during the summer but we are receiving inquiries from our members with regard to the fall work and are quite encouraged with the belief that we will have a successful season."

New York Chapter

Secretary Kelly of the New York Chapter advises that a program is being prepared which will include several sections and also regular meetings of the Chapter as a whole. A new vocational educational law in New York State will materially affect the companies having membership in the New York Local Chapter, and much attention will be given to the features of this new law. It is stated that the New York Telephone Company will have between six and eight thousand employes in the State that will be affected by this new legislation. While no other member companies will probably have so large a number of employes affected, the problem is a very serious one.

Philadelphia Chapter

Mr. Mont. H. Wright, due to ill health and for other reasons has turned over the guidance of the Philadelphia Chapter to Mr. Milton Gehris, Vice-President of the John B. Stetson Company, who is now engaged in a reorganization of the Chapter. Philadelphia members are anxious to get their Chapter in a healthy working condition, and Mr. Gehris is an excellent man to bring about this result.

Chicago Chapter

The Chicago Chapter is in a very healthful condition and conducted active work during the past season. Now that the vacation period is over activities will be renewed with an enlarged program.

Educational Activities of Swift & Company

The Employes' Educational Institute of the Omaha Plant of

Swift & Company, is an out-growth of the class in Modern Production Methods. Two hundred and thirty-five members attended the first meeting of the new institute. Also, when the Modern Production Class terminated at the South St. Paul Plant, those who had taken the course were loath to give up the association's forum and the chance for development, which the contact had afforded them. A permanent organization resulted, known as the "Arrow S. Club." Officers were chosen, and Mr. L. W. Bermond was made Director of Education. About two hundred men joined in the new movement.

It is the purpose of the organization to conduct social, athletic and educational activities among the foremen and assistant foremen, and also all employes in the plant, and in the office.

Armour & Company Will Sell Stock to Its Employees

The "Armour Magazine" announces that the employes of Armour & Company are going to be given the opportunity to invest their surplus in stock of the company. In fact, they may do so now. The present capital stock issued by the company amounts to \$151,000,000—\$51,000,000 of which is a public issue and is to be bought on the stock exchange. It was issued at \$100.00 par and may be bought for about \$92.00 by any employe who has the surplus which he cares to invest that way.

Within the very near future a block of common stock—class "A" common—is going to be placed on the market, as the result of financial reorganization. The employes of the company will be permitted to buy this stock, probably on some deferred payment plan basis, details of which are yet to be worked out.

Youngstown Sheet & Tube Company Encourage Employees to Become Stockholders

Recently the stockholders of The Youngstown Sheet & Tube Company decided to reorganize the company in order to permit the common stock to be issued on a "no par" basis, and fixed the number of shares of common stock authorized at 1,000,000 shares. After issuing 800,000 shares to the present stockholders, there will remain in the treasury unissued 200,000 shares. A resolution was adopted authorizing the directors to set aside (out of the unissued stock) 100,000 shares to be sold to employes at such time and on such terms of payment as they may decide.

It is expected that arrangements will be made by which all employes who so desire may thus secure stock in the company at a reasonable price and on such terms of payment that they can pay for it out of their savings.

ANNUAL CONFERENCE OF COMMITTEE CHAIRMEN

President Park Presided at a Meeting of the Chairmen of the Association's Sub-Committees in New York on September 13th—The Work of the Committees Was Carefully Reviewed—Duty Assignments Made for the Calendar Year, and a General Discussion of Committee Work Was Held

President Park presided at a meeting of the Chairmen of the Association's Sub-Committees held in New York on September 13th. The following Chairmen attended the conference:

Mr. Howard M. Jefferson, Federal Reserve Bank of New York, Chairman, Committee on Visualized Training.

Mr. W. E. Freeman, Westinghouse Electric & Manufacturing Company, Chairman, Committee on Marketing.

Mr. R. F. Carey, Westinghouse Electric & Manufacturing Company, Chairman, Section I—Manufacturing—Committee on Trade Apprenticeship.

Mr. H. H. Tukey, Submarine Boat Corporation, Chairman, Committee on Foreman Training.

Miss Elsie Oschrin, R. H. Macy & Company, Inc., Chairman, Committee on the Application of Psychological Tests and Rating Scales in Industry.

Dean R. L. Sackett, The Pennsylvania State College, Chairman, Committee on Technical Training.

Miss Harriet F. Baker, The New York Edison Company, Chairman, Committee on Profit Sharing and Allied Thrift Plans.

Mr. H. E. Von Kersburg, R. H. Macy & Company, Chairman, Committee on Employment.

Mr. Hugo Diemer, Winchester Repeating Arms Company, Chairman, Committee on Labor Turnover.

Mr. James R. Berry, The American Rolling Mill Company, Chairman, Section II—Steel and Iron and Plant Maintenance—Committee on Trade Apprenticeship.

Mr. J. E. Banks, American Bridge Company, Chairman, Committee on Unskilled Labor and Americanization.

The Managing Director also was present.

Other chairmen who were expected to attend the conference will confer with the Managing Director, and the present indications are that all of the Sub-Committees will be actively engaged upon their duties before this issue of the BULLETIN reaches its readers.

There was general discussion of the work of each Sub-Committee, and also a review of what has been accomplished in the past. The duties assigned were carefully worked out to fit in with what has already been accomplished, and to constitute a logical development of the functions of each of the committees. There was excellent enthusiasm and careful discussion of every phase of committee work. It was generally agreed that the Sub-Committee Reports, together with the discussions of these reports in the annual volume of Proceedings, constitute a major service which the Association renders to its members. This year there are several new chairmen, and two new committees have been added—on Visualized Training, and on Foremen Training. On the latter subject a report was issued by the Managing Director's office prior to the last annual convention. While there was a Committee on Training for Foreign Commerce last year, it did not render a report. The Executive Committee has discontinued the Sub-Committee on Employee Representation in Management, and the Sub-Committee on Survey and Recommendation. It was felt that practically all the information there is on Employee Representation in Management is to be found in the Confidential Report on that subject, and the functions of the Committee on Survey and Recommendation were found to be also the functions of the Executive Committee.

The Sub-Committees will continue to function just as in the past after the Association has been incorporated and placed under the management of a Board of Trustees. The list of Chairmen and the assignment of duties will be found in this issue of the BULLETIN.

Central Training School of the Southern Bell Telephone & Telegraph Company

The Southern Bell Telephone & Telegraph Company has opened a new central training school in Atlanta. At this school all of the operators for the Southern Group and Bell Telephone Companies will be trained.

An employment bureau operates in connection with the school, which keeps in touch with the needs in the field and cooperates with the various divisions in selecting students. The services of this bureau are available at all times to assist any division officers. The primary idea of the school is to develop and improve promising material already in the employ of the company.

The course of instruction is a very complete and comprehensive one. It includes a thorough study of operating practice, the principles underlying the teaching of the subject to student

operators, and actual experience in the work of an instructor or chief operator. The course is so planned that individual differences in preparation and experience are taken into account. The length of the course for the student without previous telephone training will be approximately three months. For those with previous experience, the training is more especially concerned with methods of teaching telephone work rather than with the technical side of the subject, though this also is thoroughly reviewed, and in such cases the course is materially shortened.

Besides regular instruction by the teaching staff, these students have the benefit of numerous talks and lectures by experienced men and women in the company on the various activities that go to make up its business structure, thus gaining a comprehensive knowledge of the telephone industry as a whole.

Union College Offers Special Courses to General Electric Employees

Union College, located at Schenectady, New York, has worked out an enlarged program of education on behalf of the employees of the General Electric Company, the headquarters of which company are located in that city. For several years Union College has offered courses to General Electric employees, but several new features have been added.

Among the new courses are included economic geology, covering a study of the sources and construction, and fuel materials.

Elementary mathematics will be offered, beginning with algebra, and including trigonometry and analytic geometry, in preparation for calculus and the higher courses in mathematics.

In addition to applied machine design offered in previous years, there will be given courses in freehand, mechanical, and architectural drawing.

Courses in anatomy and preventive medicine have been added, and should be interesting and practical classes for everyone.

A course in American government will cover the history and development of our federal and state governments.

The Origin of Labor Disputes

One of the members of the War Labor Board, in a recent statement, said: "Fully ninety-eight per cent of all the troubles, strikes and other problems which the Board tried to settle during the war simmered down finally, when all the facts were in, to a matter of personal dispute between a foreman and a worker—a dispute out of which grew the whole great fabric of ill-will and hurt feelings, which finally resulted in a strike or other disorder."

WESTINGHOUSE COMPANY AWARDS ADDITIONAL SCHOLARSHIPS

**The War Memorial Scholarship Committee Has Announced the
Awarding of Four Scholarships for the Coming College Year—
List of Successful Contestants and Information About the Plan
and Necessary Qualifications of Those Seeking the Honors**

Last year the Westinghouse Electric & Manufacturing Company inaugurated a plan through which four scholarships are annually given to employes of the company. The plan was described in the BULLETIN at the time it was instituted. This year the four employes to receive scholarships are: Alva C. Corrao, H. G. Symonds, J. Dale Seabert, and Herbert R. Hillman. Mr. Corrao will enter Carnegie Institute of Technology, where he will study mechanical engineering. Mr. Symonds will enter Leland Stanford, Jr., University, and will take up mining engineering. Mr. Seabert will enter Carnegie Institute of Technology and study electrical engineering. Mr. Hillman will also take a mechanical engineering course at the Carnegie Institute of Technology.

These War Memorial Scholarships were established as a means of perpetuating the memory of those employes of the Westinghouse Electric and Manufacturing Company and its subsidiary companies who took part in the great world war.

Each scholarship carries with it the annual payment of five hundred dollars for a period not to exceed four years, the payment to be applied toward an engineering education in any technical school or college selected by the successful candidate and approved by the scholarship committee.

The scholarships are granted for one year only, but will be continued for the full course provided the scholar maintains the academic and other standards required by the institution.

Two classes of scholarships are provided.

(A) For sons of employes of the Company or its subsidiaries who have been employed for five years or longer.

(B) For employes who have been continuously employed for at least two years, and who shall not on September 1 have exceeded the age of 23. Not more than two Class B scholarships will be awarded in any year. The four awards for the coming school year are in addition to the four scholarships awarded last year, all of which have been continued for the coming year.

Four new scholarships will be awarded each year, and event-

ually the Westinghouse Electric and Manufacturing Company will be maintaining sixteen scholarships in the leading schools of the United States.

LABOR RETURNING TO PRE-WAR EFFICIENCY

Reports Coming to the Bulletin Furnish Evidence That the Laborers Employed in the Industry and Commerce of the United States Are Assuming a More Satisfactory Attitude Toward Production and That Unrest and Radicalism Is Dying Out

The BULLETIN is in receipt of information from reliable sources which clearly indicates that the unrest of the reconstruction period is gradually waning, and that labor is increasing its efficiency to pre-war standards.

Similar evidence has been received by the National City Bank of New York. In a recent statement, a representative of the bank said, "The great point in the labor situation at this time is the reports from all lines of manufacturing that labor efficiency is increasing."

Efficiency High at the Youngstown Sheet & Tube Company

President J. A. Campbell, of the Youngstown Sheet & Tube Company, in a statement in one of the Company's publications, says:

"In view of a general disposition among manufacturers to complain of the low output they are able to attain and the lack of efficiency among their employes, it is very gratifying to announce that no such conditions are to be found in our works. Operations have been seriously hampered by transportation conditions, but in spite of this we have been able to produce tonnages highly satisfactory under the circumstances.

"I wish to express my appreciation and that of the company for the efforts our workers have made to overcome the handicaps mentioned, and feel sure that they will share in the benefits. A great many have largely increased their earnings and I believe they are also saving these earnings, which is the wise thing to do in times like these, when we do not know from one week to another whether we will be able to get fuel enough to keep operating or cars to ship our product. With the right sort of cooperation from everyone in the organization we hope to be able to get through these troublesome times so that those who work in the mills need not suffer from unemployment."

Efficiency of the National Cash Register Employees

From an article published in the "*N. C. R. News*," a house

organ of the National Cash Register Company, this is taken:

"Production today is three times as great as it was shortly after the war. As there has been no corresponding increase in number of employes, this is a rather convincing argument for the effectiveness of the work that has been done to regain and eclipse our pre-war standing.

"The close of the war found us prepared for making munitions, but not cash registers. Untrained men and women were working on jobs formerly held by old employes. The labor turnover was heavy, and showed no signs of decreasing. Employes unfitted for the work they were doing were being let out of the organization where they could have been used to advantage on other jobs.

"The rush and worry of the war had made it impossible for department heads to give every employe the consideration he deserved, and sufficient time had not elapsed to right this serious condition. To help those in authority keep the competent employe within the organization, the owners saw that the investigation department of the Employment Bureau would have to be extended.

"Thus the Personnel Division came into existence. The employes' Advisory Board soon followed.

"Although the owners had long been acting on the principle that it is right for those who aid in producing profits to receive a portion, the profit-sharing plan was made more inclusive and of greater benefit to each employe."

The California Compulsory Part-Time School Law

The California compulsory part-time school law becomes effective in September. It affects every employe in the State between the ages of 16 and 18 years. The law provides that all employers must arrange working hours so that all boys and girls between these ages (unless high school graduates or defectives) will be able to attend classes for four or more hours during thirty-six weeks between 8 a. m. and 5 p. m.

The Board of Education must provide classrooms, equipment and paid teachers. The employer may provide a classroom in a place of employment and suggest a course of study to increase efficiency of his employes in addition to the weekly course of instruction in citizenship.

The purpose of the law is to increase loyalty, good citizenship and earning power by equipping young people seeking a vocation, adding to the skill of those who already have one and to place those better fitted for other work.

THE TRAINING DEPARTMENT OF THE AMERICAN ROLLING MILL COMPANY

The Department Which Was Originated and Put Into Operation in August One Year Ago Has Instructed Sixteen Hundred and Thirteen Employees During Its First Year of Active Functioning—A History of the Educational Developments in the Company and a Statement of the Courses Given, Together with a "Forward Look" by Dr. Beatty, Director of the Training Department

In the Company's publication, the "*Armco*" *Bulletin*, Dr. A. J. Beatty, Director of Training, gives an account of the first year's activities of the American Rolling Mill Company's Training Department. The Department was organized and put into operation August, 1918, adopting as its motto the motto of the Company—"A Business Grows as Its Men Grow."

The Training Department submits a report showing activities which might well be envied by much older organizations. The following tabulation gives the number enrolled in the various courses and the subjects taught:

Chemistry	23	Business law	8
Metallurgy	36	Industrial history and eco-	
Physics	10	nomics	7
Electrical repairing	22	Salesmanship	11
General accounting	18	Customers' salesmen's	
Cost accounting	4	course	36
Arithmetic	33	Filing	38
Shop mathematics	41	Transcribing	35
Shop mathematics for appren-		Shorthand	46
tices	18	Typewriting	82
Trigonometry	11	Telegraphy	4
Slide rule	14	Business English	61
Tracing	17	Correspondence	33
Drafting—General	48	Foremanship	45
Drafting—Trade apprentices..	35	Company organization and	
Blue print reading	9	personnel	32
Total enrollment in technical classes			777
English and Citizenship—foreign-born men			126
English—foreign-born women			205
Business English (by inter-plant mail)			205
Foremen's first-aid lectures by Medical Staff			115
Armco Letter Bulletins			375—695
Grand Total			1,613

In the fall of 1913 the need of special classes of instruction for employes was first realized by the Company, but owing to the fact that night school work was being done in the Middle-

town public schools, it was not deemed wise to initiate any training work in the mills at that time.

In May, 1916, feeling that the need was too great to longer defer action, Mr. Charles R. Hook, Vice-President and Operating Manager, created a committee to provide instructions in the American language and in American Civics for the foreign born workmen in the plant. After instructing these aliens, the plan includes assistance for them in securing their citizenship papers. A committee of employes was placed in charge of this work. The latter part of the same year there was a heavy influx of negro workmen, and a negro was employed to teach the common branches to the negro employes. About the same time the supervisors of mechanical and electrical apprentices suggested that their work had grown to such proportions that it should be taken over by the management, and the educational committee, under instructions from Mr. Hook, assumed the supervision of this work. In January of the following year, an enlarged educational committee was created and Mr. M. E. Danford, General Superintendent for the Company, assumed the chairmanship of the committee. The committee, after a survey, found that the educational work of the Company had become sufficiently important to justify the employment of one man who should coordinate and administer all educational activities. In December, 1917, Dr. A. J. Beatty was appointed Director of Training.

In his letter of approval Mr. Hook defined the status of the Educational Committee as "the source from which is to be derived our program of education and training and from which there will come to me for final approval such program and outline of methods as is to be pursued in each department."

From year to year under Mr. Beatty's direction the influence of the department of training has grown and many new phases of work have been undertaken.

Americanization

The total enrollment in English and Citizenship classes last year shows that almost one-third of the total foreign-born population of the mill was enrolled in these classes.

The following table summarizes the enrollment for the year:	
Total number of men in English and citizenship classes.....	126
Total number of women in English classes	15
Average number of men weekly in classes.....	42
Total number of men who have taken out first papers.....	166
Total number now eligible and who have applied for second papers	30
Total number of men who have become citizens 1919-1920...	8

The loyalty of the men enrolled in the Americanization classes is strongly complimented. There were in all eighty-five recitations in each class. The attendance record in the classes was found satisfactory. The instructor in charge, Miss Margaret Reisch, notes, however, "It is practically impossible to carry on Americanization instruction successfully without the help of the foremen." They are in touch with the men daily and must be interested in their advancements.

Trade Apprentices

There are many trades in which there is still a real need for all-round men and in these trades Armco is conducting regular apprenticeship courses of from two to four years.

We now have approximately fifty apprenticed machinists, pattern makers, molders, blacksmiths, and electric repair men, and plans are already under way to outline complete courses of training for apprenticed brick-layers, pipe-fitters, riggers, electric welders, crane-operators, roll turners, and mill wrights.

We have a well equipped training shop in charge of a supervisor of apprentices, where the men work not on practice exercises, but on regular production and maintenance jobs.

Apprentices work on a full time schedule at rates a little less than journeymen rates. They attend mathematics and drawing classes two evenings a week for which they receive regular hourly pay.

At the end of the course each graduate is awarded a certificate of graduation signed by an officer of the Company and a bonus check for \$100.00. An additional bonus of \$50.00 is given to each graduate who is still in the service of the Company at the end of six months after graduation.

Tracer Apprentices

A short intensive course for tracers has been conducted each year at the request of the Engineering Department.

In this class girls are taken on for a trial period of two weeks. If at the end of that time they give promise of becoming good tracers they are put on the payroll and are kept in training until they are competent to begin regular work as tracers in the Engineering Department.

The length of the course is an individual matter and depends very largely upon the native ability and industry of the apprentice. It varies in length from one to four months.

The course includes lettering, elementary geometrical construction, and the use and care of drawing instruments.

Computing Machine Operators

Every modern office has need of skillful computing machine

operators. To meet this demand, a regular course has been established, and training is provided for practically all commonly used machines.

Customers' Salesmen's Course

Our Customers' Salesmen's Course is the offspring of H. W. Rinearson's fertile brain and fruitful experience.

So far the course has been offered to culvert salesmen only, but eventually similar courses will be offered to the salesmen of all our customers.

Every month each of the culvert companies is asked to nominate one salesman to come into the plant for a course of study in the manufacture and properties of American Ingot Iron. Each class is limited to eight men and the course ordinarily lasts four weeks. The program includes: lectures by different members of our organization, some study and discussion of textbooks, several days spent in each of the important departments of the plant watching operations, and finally, the preparation of a paper on some phase of what they have studied. This paper serves as a sort of graduating thesis, and many of them have been excellent.

Correspondence

Although the Company's Correspondence Department has been organized less than a year, it has come into actual working contact with a large percentage of the Company's correspondence. The ideal of the Department is to so train those in the Company's employ who dictate letters that these letters shall be in content and in mechanical execution of the highest standard.

Office Apprenticeship

In office training there are two courses.

Experienced girls take a short intensive course, the purpose of which is to give them the necessary information about their new positions and about the Armco way of doing things, so that they may take up their new duties with the least loss of time and effort.

The second course follows a work-and-study plan for girls with little or no experience. Here they learn typing, shorthand, filing, dictaphone operation, correspondence, Armco office practice, and Armco personnel and organization.

The study program is confined to the forenoons. In the afternoons the girls are sent for two or three week periods to the different offices for practical experience so that when a vacancy occurs in any office it is usually possible to recommend a girl.

who has had some experience in that office. This plan also provides a most accessible source of emergency office help.

During this training period girls receive about half pay. They thus learn by doing, and earn while learning.

General Apprentice Course

The General Apprentice Course is organized for the purpose of developing and training prospective salesmen and prospective minor executives for other departments.

Classes in this course are limited to six men, and new classes are started in January and July of each year.

The length of the course is normally two years, but the time may be reduced for men specially well qualified by experience.

Applicants must be men of good physique and address, and preferably with college or technical school education, although satisfactory business or industrial experience may be accepted in lieu of school training.

The course consists of two parts: a schedule of practical experience in the General Offices and in the various departments of the Operating Division, alternating on two-week shifts, with a definite course of study.

The study course includes metallurgy, heat treatment of iron and steel, chemistry, business law, economics, industrial history, salesmanship, and problems of plant management.

A Forward Look

By A. J. BEATTY

The table at the beginning of this article shows that more than sixteen hundred Armco people are thinking about their jobs, or thinking beyond them.

It is the ideal of the Training Department to provide an incentive and at the same time provide the means for every Armco man to become a better man on his job.

Up to the present, while good progress has been made in this direction, there are still several departments for which men no specific courses have been given. The demand for such specific courses is growing rapidly, and plans are now on foot, in response to these requests from employes, to give several new courses when school opens in September.

Over forty heaters and gas makers from the Open Hearth and the Blooming Mill Departments have already enrolled for a course in gas making. This movement has the backing of both Superintendents Reinartz and Holstein, and every effort will be made to make this an interesting and valuable course.

From the executive offices there is a demand for a course in public speaking and plans are already made to supply this course.

Apprentice courses are in demand for riggers, pipe-fitters, carpenters, crane operators, and mill wrights, and as fast as possible, regular trade apprenticeship work will be organized for these departments.

No industrial question is more important and none is attracting more attention anywhere than foreman training. This year we will have a new foremanship class taught by a thoroughly competent man.

It has long been an ideal of the Training Department and the Employment Department to provide for every new Armco employe some very simple and fundamental instruction to enable him to fit into his job and into our organization in the least possible time, and to overcome as quickly as possible that feeling of strangeness which is always present in a new job. We hope to attain this ideal in the near future.

Training School for Salesmen of the International Harvester Company

The first training school for salesmen conducted by the International Harvester Company, at its main office in Chicago, included thirty-one new salesmen, and the course consisted of thirteen weeks. The following account appears in the *Harvester World*:

"It was a strenuous course and there was much to absorb. Part of the time was spent at the Company's farm near Chicago, where men set up and operated numerous machines. They worked in the factories and got an idea of the magnitude of the manufacturing organization. At the general office they were in the hands of the advertising department for a week and learned how that department is helping the salesmen who have found out what it can do.

"Addresses by President Harold F. McCormick, Vice-President and General Manager Alex. Legge, Secretary and Treasurer George A. Ranney, and other Harvester men of long experience were interspersed in the program.

"Toward the close of their semester Cyrus H. McCormick, chairman of the board, doubled the confidence of the men in themselves when he told them of the Company's ideals, that it wanted to be the best company rather than the biggest. They found inspiration in the pleasant optimism of such a practical man and in his assurances of the Company's continuing interest in their success."

EMPLOYES' COLLECTIVE BUYING ASSOCIATION

With a Falling Scale of Prices and a Promise of a Return to More Normal Market Conditions, It Was Thought That the Company Store and Associations for Collective Buying Would Decline in Popularity and Perhaps Disappear—The Present Tendency, However Is Toward Permanency in Collective Buying and Selling

As the market recedes, especially on food and clothing products, interest has become keen in the probable fate of company stores and employes cooperative buying associations. There has been a feeling that this movement would suffer as a result of a return to normal market conditions. Such, however, has not proven to be the case up to the present time.

Interest in cooperative buying and selling is increasing, according to the reports published in the company publications of the industrial and commercial organizations having membership in the Association. Some of the unusual features have not yet proven entirely popular, such for example as tailoring and similar special activities, but the purchase and sale of food products, clothing and in some instances of household necessities, has developed so satisfactorily that constant enlargement and extensions are reported.

The Collective Buying Association of the employes of the Lynn Works of the General Electric Company has added to its staff Mrs. Edna Cloustin, who has had wide experience in the art of dressmaking. She has now become a buyer for the Association, and the women employes of the plant, and wives and mothers and sisters of the men employes are looking forward to bargains not only in clothing and other wearing material, but also in added lines of food products.

Several of these collective buying associations have established a delivery system. Orders may be sent in by mail or left at the store in the morning and delivery is made before evening of the same day. A small charge is made for delivery service.

There also is noted a tendency to lay in a stock of staples, such as flour, sugar, potatoes, etc. In this respect there will probably be disappointment as such products are still abnormally high and almost certain to decrease in price in the immediate future. In some instances orders for coal are received and deliveries made from carload purchases. In other instances a discount is allowed by the coal dealers for orders placed through the Association.

If the movement should prove to be of permanent benefit to employees of large business organizations, it will undoubtedly be extended and become permanent even though normal market conditions are again assured.

Growth of the Packard Industrial Store

Mr. E. D. Doane, Secretary of the Packard Motor Car Company's Employees' Cooperative Store, furnishes the *BULLETIN* the following data regarding the sale of merchandise at the Packard store:

"Starting early in 1917, the sales for that year reached a total of \$25,000; in 1918 the sales totaled \$59,000; in 1919, \$165,000. During the first seven months of 1920 the sales have run over \$225,000, or more than the two years of 1918 and 1919 combined. The indications are that by the end of the twelve months of this year we shall reach the \$400,000 mark, or three times the volume of last year. These increases in sales volume have not been the result of an increased enrollment in the factory, but simply of a growing appreciation of the values offered at the store."

Community Store of the Du Pont Company Is a Success

The Community Store conducted by employees of the du Pont Company at Deep Water, New Jersey, has proven a decided success. The following account is taken from a recent issue of one of the Company's publications:

"Prices are based on actual invoice cost, plus overhead, which averages about ten per cent. Sales to employees amount to approximately \$30,000 monthly, in addition to over \$15,000 worth of supplies issued to Subsistence Units, operated by the company. An increase in the volume of business reduces the handling percentage and, consequently, reflects in lower prices to employees. With exceptions of green fruits and vegetables, all goods are obtained through the Purchasing Department of the company in Wilmington, by means of competitive bids.

"Over six thousand dozen eggs have been sold each month since March and a contract has been placed for 24,000 dozen for the winter, to protect Du Pont employees against the high prices. Meats are also purchased by contract and kept in the cold storage room at a freezing temperature, controlled by an automatic refrigerating machine.

"We have a good supply of potatoes and prices are low. It may be an opportune time to lay in your fall and early winter supply.

"We have ample sugar on hand for the preserving season.

"The cake and bread sales average over 3000 pounds of cake and 1600 loaves of bread each month, which insures a fresh supply at all times.

"Now is the time to select school shoes for the children. Over 2000 pairs of men's, women's and children's shoes on hand.

"The stock of candies, cigars and tobacco is complete—all popular brands at lowest prices.

"The Dry Goods Department carries a complete line of all essential items for the family; including men's hats, shirts, hose, ties and collars; children's hose, underwear, rompers and pants; dress goods, linens, laces, ribbons, sheets, towels and notions.

"The Community Store force numbers 24 employees. The record of sales for one day is \$3,118.80."

NEWSY NOTES

Mrs. Mary C. Rowan has resigned the position of Welfare Supervisor and Principal of the Training School in Denver of the Mountain States Telephone and Telegraph Company. Miss McFann succeeds her as Superintendent of the Training School Department, and Miss Mary Lemars becomes principal of the school.

One of the most valued institutions in connection with the department store of the Joseph Horne Company of Pittsburgh is the Men's Club. This organization came into existence in 1907 and has taken a leading interest in all movements for the betterment of the store's employees.

Mrs. Margaret Dangler, formerly of Lord & Taylor's, New York, is the new Educational Director of the Joseph Horne Company, Pittsburgh. Mrs. Dangler is a graduate of New York University and of Pratt Institute.

About September 1 Cosden & Company distributed to its employees a share of the profits of the company for the first six months of the current year. The bonus was equivalent to about twenty per cent of their annual pay.

The R. H. Macy Company has joined with our other members who are promoting musical organizations among employees. A Choral Society, under the leadership of Mr. Albert G. Janpolski, is the latest development. Twenty-six employees of the Macy Company graduated from the advanced sales and textile course at a recent examination.

"SAFETY PICNIC" OF THE CARNEGIE STEEL COMPANY

An Account of a Unique Movement Inaugurated by the Duquesne Works Which Embraces the More Common Features of an Annual Picnic Combined with Instruction in Industrial Safety

BY P. E. WAKEFIELD

Companies actively engaged in safeguarding against industrial accidents have come to realize that teaching their employes to be careful is one of the most important parts of this work. The more common features of this continual campaign of education for safety are well known and widely used. The Duquesne Works of the Carnegie Steel Company, however, is probably the first to include a company picnic in its program for teaching carefulness. Such a picnic was held in August of 1919, and was so successful that this year it was repeated on an even larger and more elaborate scale. The other major works of the company have also adopted the idea, and held their first safety picnic this summer.

These picnics were planned to have one feature in common with all other picnics—that is, everyone was to have a good time. In all other respects they were planned for one purpose, "To place before the families of the men who work in the Duquesne Plant just what Safety First means, how closely the question is allied to the wives and families of the workers, and to impress upon them the part that carefulness plays in accident prevention."

A nearby recreation park was rented for the occasion, and arrangements made to entertain the employes of the company, their families, and their friends. Lists were prepared of the employes in each department, together with the members of their immediate families, and the guests that were to be included. Special facilities for handling the crowds were constructed in the park, and special street car service arranged for. Thirty-five thousand people were entertained and provided with dinner at the expense of the company. The extent of the arrangements necessary for such a picnic can be partly understood from the following list of the committees that were appointed to take charge of the various features:

Executive Committee	26 members	Dinner	70 members
Reception	19 "	Safety	28 "
Entertainment	6 "	Transportation	29 "
Music-Vaudeville	6 "	Parking	18 "
Specialty	14 "	Program	9 "

Sports	24 members	Publicity	8 members
Dancing	31 "	Utility	8 "
Information	36 "	Aides	150 "
		Total	482 members

The park was posted with safety signs and slogans. A general headquarters and a first aid hospital were established, with a nearby tent where children who had strayed from their parents could be taken care of until they were called for. In addition, information booths were scattered throughout the park.

Program

- 10:00 A. M. Band concert and parade through the streets of Duquesne.
- 11:00 A. M. Baseball game—Blast Furnace Dept. vs. Bar Mills Dept.
Dancing at two pavilions (continuous all day until 11:30 P. M.)
Vaudeville and moving pictures (continuous all day until 7:00 P. M.)
Band concert.
Outdoor attractions:
Punch and Judy Show.
Aerial and Gymnastic performances
Impersonations.
- 1:30 P. M. Baseball game—Outlaws vs. General Office Dept.
Band concert.
- 2:00 P. M. International Groups:
On six separate platforms, as many distinct nationalities presented their individual national entertainments, consisting of folk songs, dances, drills, music, and plays.
- 2 and 4 P. M. Czecho Slovaks—"Birth of a Nation."
- 2:30 and 4:30 P. M. Negroes—Dancing and Plantation songs.
- 2 P. M. Sokols—Drills.
- 2:45 and 4:30 P. M. Russians—Drills and Singing.
- 2 and 4 P. M. Serbians—Dancers and Singers.
- 2 and 4 P. M. Magyars—Drills, Dancing and Singing.
- 3:30 P. M. Baseball game—Electrical Dept. vs. Mechanical Dept.
- 4:30 to 6:30 P. M. Dinner.
- 7:30 P. M. Duquesne Steel Works Own Minstrels (120 men).
- 8:30 P. M. Safety-First Pageant.

During the day five-minute talks on the Safety Movement

were made hourly at the theater, band stand, dancing pavilions and International Group platforms.

To feed the guests required extensive and rather interesting arrangements. A furnace was built five feet wide and thirty-five feet long for warming the meat and cooking the beans. Two 500-gallon vats were erected for making coffee. Pipe lines from these vats were tapped at regular intervals with faucets, from which the coffee was served. Four 110-bushel vats were required for cooking the corn. To serve the dinner required 336 men and women at forty tables, past which the guests filed in cafeteria style. Thirty-five thousand people were served in an hour and ten minutes without confusion or congestion.

Menu

Meat	10,000 lbs.
Bread	3,000 loaves
Butter	1,200 lbs.
Beans	700 gals.
Cheese	1,200 lbs.
Corn	36,000 ears
Coffee	2,500 gals.
Ice Cream	1,250 gals.
Cakes	500 boxes
Pickles	3 bbls.

Among the guests were eleven convalescent Carnegie Steel Company patients from the West Penn Hospital, accompanied by a head nurse and four assistants. Automobiles were provided for their transportation, and at the close of the evening entertainment they were returned to the hospital with ice cream and cake for those patients who were unable to be brought to the outing.

The formal program for the day was closed at the park bandstand, where an elaborate minstrel show with one hundred and twenty men was staged. Following the minstrel show a Safety First Pageant was given in which the triumph of Safety-First over Carelessness, Accident, Neglect, and Thoughtlessness was shown allegorically.

"And the end is that the workman shall live to enjoy the fruit of his labor; that his mother shall have the comfort of his arms in her age; that the wife shall not be untimely a widow; that the children shall have a father; and that cripples and homeless wrecks who were once strong men, shall not longer be a by-product of Carelessness."

A Simple Success Formula

The man who plans, works hard and saves is the man who succeeds.

THE PACKARD MOTOR CAR COMPANY'S AMERICANIZATION ACTIVITIES

Some Time Ago This Company Announced to Its Employees That Only Native Born or Naturalized Citizens of the United States Would Be Given Employment by the Company—What the Company Has Done to Help Alien Employees and How the Plan Has Worked Out

An announcement was made some time ago by this Company under the title "Americans First" that

"Promotions to positions of importance will be given only to those who are native born or naturalized citizens of the United States or to those of foreign birth who have relinquished their foreign citizenship and who have filed with our Government their first papers, applying for citizenship which application must be diligently followed to completion."

This announcement was followed at a later date by another one effective January 31st, 1919, that

"Every new employe must be a citizen of the United States or must have filed or be ready to file the official declaration of intention to become a citizen. To retain his position he must become naturalized just as soon as he possibly can."

A department was organized to give the necessary assistance to those of its employes who fell within the purview of its intent. A census was taken of the normally 10,000 employes by a questionnaire to each one from which it was ascertained that there were the following in its employ:

Languages and dialects spoken	35
Those who speak little or no English	319
Those who had not received first papers	801
Those who had first but not second papers.....	2000

This information was recorded on a card for each employe. A chairman was placed in charge of the activity and plans were formulated to give each such employe the necessary instruction and assistance, to learn to speak, read and write English and to secure his naturalization papers.

The ones needing assistance with their English were called to the Assembly room in groups by nationalities, the matter explained to them by interpreters in their own language and they were directed to attend the evening classes in one of the thirteen public high schools nearest their home.

Those who had not taken out first papers were also called to the Assembly room for explanations and assistance in preparing the facts for declaration of intention, and they were directed to the proper court to get their first papers.

Those who had first papers but not the final ones, were likewise assembled and assisted with their requests for certificate of arrival or facts for petition for naturalization as the case might be, the request sent to the Department of Labor, Washington, for the certificate, or the employe directed to the proper court with his witnesses to file his petition.

During the ninety days period between the filing of the petition and the final examination the employes were encouraged to prepare for such examinations, and in addition to the evening school class work, manuals and pamphlets on Americanization and the United States Constitution were given to them for such preparations.

The results have been that of the 801 employes, practically all have their first papers, there being only 8 or 10 in the whole plant without them and these for special reasons.

The process for securing final papers takes much more time owing to the delays in procuring the certificate of arrival, and securing the necessary citizen witnesses to cover the five-year acquaintance with the applicant and several hundred additional ones are in the process of doing so.

In appreciation of the fact that its employes secured their papers while in its employ the Packard Motor Car Company have heretofore repaid to its men the court fees for such papers, but a better plan has been determined upon—to present to each one who secures his final certificate while in its employment an American flag of regulation size of the best wool bunting with brass eyelets for hoisting together with a leaflet on "The American Flag, Its Meaning and Use," prepared by the chairman and attractively printed in two colors, red and blue, with a colored cut of the flag at the top.

Since these announcements were made practically no new men have been employed who have not at least their first papers and the new men are added to the card list at convenient times so that all employes are given the assistance to become American citizens.

Constitution of the Apprentice Alumni Association of the General Electric Company

The Apprentice Alumni Association of the Lynn Works of the General Electric Company has adopted a constitution. As

it is probable that similar organizations will result from corporation school activities, the constitution is here reproduced in the BULLETIN for the benefit of our members who are interested.

ARTICLE I

Section 1. This organization shall be known as the Alumni Association of the General Electric Apprentice Training System, Lynn, Mass.

Sec. 2. The object of this Association shall be to promote the moral, educational and social welfare of its members, and to establish a closer bond of fellowship.

Sec. 3. This Association cannot be dissolved while nine (9) members in good standing object to its dissolution. This Section cannot be altered, amended or rescinded.

ARTICLE II

Section 1. There shall be three (3) classes of members—Honorary, Regular and Non-resident.

Sec. 2. The founder of the training system, M. W. Alexander; W. C. Fish; R. H. Rice, the Superintendent of Apprentices and the Principal of the Apprentice School, shall be Honorary Members with full voting privileges.

Sec. 3. Any person promoting greater educational, moral or scientific interest may be elected to honorary membership by a unanimous vote at any regular meeting of the Association.

Sec. 4. All graduates of the Apprentice System before the adoption of this Constitution shall automatically become charter members of the Association upon payment of one year's dues.

Sec. 5. Any graduate of the Lynn, Mass., General Electric Apprentice Training System with his diploma, and of good moral character, may become a member of the Association by filing an application, together with the initiation fee and dues for one year with the Recording Secretary. Acceptance of application is subject to approval of the Executive Committee. Should application be rejected, fee and dues will be refunded.

ARTICLE III

Section I. The officers of this Association shall be elected by letter ballot. The candidates receiving a plurality shall be declared elected for one (1) year. The result shall be announced at the first meeting of the year.

Sec. 2. The officers of this Association shall be President,

Vice-President, Recording Secretary, Financial Secretary and Treasurer.

Sec. 3. The Executive Committee, consisting of the officers, shall have general supervision of the affairs of the Association.

Sec. 4. A nominating committee consisting of the President, three Junior Past Presidents, Recording Secretary and four members to be elected at the first meeting of the current year, shall nominate candidates for officers and mail ballots to all members in good standing, one month before the first meeting of the year.

Sec. 5. Any officer can be removed from office for due causes by a two-thirds vote at a regular or special meeting called for that purpose, after every member has been duly notified ten (10) days previous to such meeting.

Sec. 6. The Executive Committee may appoint such committee as they, from time to time, may see fit.

ARTICLE IV

Section 1. Any member may be suspended by the Executive Committee, subject to an appeal to the membership, for conduct unbecoming a member and a gentleman.

ARTICLE V

Section 1. The initiation fee, annual dues and penalties (for non-payment of dues), etc., shall be fixed by the By-Laws.

ARTICLE VI

Section 1. During the course of any meeting of this Association there shall be no discussion of religious, political, labor or fraternal questions.

ARTICLE VII

Section 1. No part of the Constitution shall be repealed, altered, suspended, or amended unless the proposed alteration be presented in writing at least one month previous to the regular meeting of the Association, at which action is to be taken thereon and, if two-thirds of the members present vote in favor thereof, it shall be adopted.

Schwarzenbach-Huber Company Provides Education for Their Employees

The Schwarzenbach-Huber Company, which operates silk mills in New Jersey, has entered into an agreement with the Board

of Education of Hoboken, whereby the Board will establish special courses in the evening schools and also courses in the Company's plant in West Hoboken for the benefit of the employees of the Company.

Among the hundreds of employees of the big silk mill are many foreign born men and women who never had a chance to receive an American education. It is a well-known fact that they would be only too glad to attend the evening schools were the opportunity presented to them and it is for that reason the silk company's officials decided upon the plan to open classes in the mill.

It is proposed by the Schwarzenbach-Huber Company to give the employees half an hour of the working time in order to attend the classes which are to run from 4:30 to 6:30 o'clock in the afternoons.

Mr. William E. Smith is now Educational Director for Kops Brothers, with headquarters at their New York plant.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

F. E. WEAKLY, Chairman.
Montgomery Ward & Company,
Chicago, Ill.
MISS ANN DURHAM, Secretary-
Treasurer.
Federal Reserve Bank of Chi-
cago, Ill.

Philadelphia Chapter

MONT H. WRIGHT, Chairman.
John B. Stetson Co.
MAHLON R. KLINE, Secretary-
Treasurer.
Philadelphia Rapid Transit Co.,
York Road and Luzerne St.,
Philadelphia, Pa.

Pittsburgh Chapter

I. B. SHOUP, Chairman.
Westinghouse Elec. & Mfg.

Company, East Pittsburgh,
Pa.

MR. W. D. MCCOY, Secretary-
Treasurer, Board of Educa-
tion, Pittsburgh, Pa.

Western New York Chapter

E. R. COLE, Chairman.
Acheson-Graphite Company,
Niagara Falls, N. Y.
H. E. PUFFER, Secretary-Treas-
urer.

Larkin Company, Buffalo, N. Y.
New York City Chapter

DR. L. F. FULD, Chairman.
Henry L. Doherty & Company,
New York, N. Y.

JOHN F. KELLY, Secretary-Treas-
urer.

The New York Edison Com-
pany, New York, N. Y.

CHAIRMEN AND DUTIES OF SUB-COMMITTEES

Application of Psychological Tests and Rating Scales in Industry

MISS ELSIE OSCHRIN, Chairman.
R. H. Macy & Company, New
York City.

Duties:

- a. To again state the method of development of tests and to give a history of their current usage with concrete instances.

- b. To determine the indications for the continued and increasing use of tests in their application to employment and personnel problems.

- c. To make further report on the use of the Rating Scale.

Employment

MR. H. E. VON KERSBURG, Chair-
man.

R. H. Macy & Company, New
York City.

Duties:

- a. To define the scope and functions of a standard employment department.
- b. To study the relation of the employment department to other sub-divisions of personnel work—training department, health department, welfare department, safety department, etc.; to study and report the relation of the employment department to production, accounting and financing, traffic, marketing.

Executive Training

DR. E. B. GOWIN, Chairman.
Litchfield, Nebr.

Duties:

To study successful plans for the selection and training of men for executive positions.

Foremen Training

MR. HARRY H. TUKEY, Chairman.
Submarine Boat Corporation,
Newark, N. J.

Duties:

- a. To define what are the scope and functions of foremen training.
- b. To establish definite aims and to frame content which will meet these aims.
- c. To discuss the merits of instructional methods.

Health Education

DR. E. S. MCSWEENEY, Chairman.
New York Telephone Company,
New York City.

Duties:

To make a study to determine best plans for health education and to recommend methods for the instructing of employes in the developing and maintaining of health.

Job Analysis

MR. HARRY A. HOPF, Chairman.
Federal Reserve Bank of New York, New York City.

Duties:

- a. To determine the influence of job analysis on the equitable establishment of wages.
- b. To determine human qualifications necessary for certain occupations.
- c. To determine methods in the selection of employes for specific jobs.

- d. To determine how best to utilize disabled men.
- e. To make a study of correlations in the establishment of specifications for the same kind of work in the same plant and in different plants.

Labor Turnover

MR. HUGO DIEMER, Chairman.
Winchester Repeating Arms Company, New Haven, Conn.

Duties:

To make a study of abnormal labor turnover of the present period due to the world war and how this extraordinary condition has been successfully met by certain industrial and commercial companies which have maintained a normal labor turnover.

Marketing

MR. W. E. FREEMAN, Chairman.
Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

Duties:

To make the application of training to the fundamentals of marketing as set forth in the Sub-Committee Report of 1919.

Office Work Training

MR. H. W. PETERS, Chairman.
Packard Motor Car Company, Detroit, Mich.

Duties:

To study the problems of training workers in small offices and departments and to suggest types of training adapted to them.

Profit-Sharing and Allied Thrift Plans

MISS HARRIET F. BAKER, Chairman.
The New York Edison Company, New York City.

Duties:

To study the relative merits of various thrift plans and to outline typical programs for promoting thrift.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Company, Framingham, Mass.

Duties:

To suggest a scheme of standards for rating the graduates

of the public schools which will enable employers to judge more fully their fitness for their work.

Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

- a. To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.
- b. To recommend methods for training for semi-skilled and skilled workers.

Technical Training

MR. R. L. SACKETT, Chairman.
The Pennsylvania State College, State College, Pa.

Duties:

To continue the study of practical ways of securing co-operation between the industries and technical institutions:

1. By individual contact between the industries and the colleges;
2. By improvement in technical training methods;
3. By studying methods for the selection of men.

Trade Apprenticeship

MR. E. E. SHELDON, General Chairman.
R. R. Donnelley & Sons Company, Chicago, Ill.

Duties:

To suggest supplemental subjects which may well accompany the trade teaching of an apprentice school.

Section I—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric & Manufacturing Company, Lester, Pa.

Duties:

- a. To make a study of the economics of apprenticeship.
- b. To make a further study of the standardization of apprenticeship instruction.

Section II—Steel and Iron and Plant Maintenance

MR. JAMES R. BERRY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties

- a. To define the field for apprentice courses.
- b. To study the possible extension of apprenticeship courses.
- c. To outline typical courses.

Section III—Railroads

MR. J. H. YODER, Chairman.
The Pennsylvania Railroad Company, Altoona, Pa.

Duties

- a. To make a survey of the present status of trade apprenticeship in railroad shops.
- b. To recommend helpful suggestions for the improvement of existing conditions and possible enlargement of the field.

Training for Foreign Commerce

MR. C. S. COOPER, Chairman.
W. R. Grace & Company, New York City.

Duties

To study existing schemes of training for foreign commerce and to show the best methods employed.

Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.
American Bridge Company, Ambridge, Pa.

Duties

- a. To consider the problem of increasing the efficiency of unskilled labor.
- b. To continue the study of successful methods in Americanization work.

Visualized Training

MR. HOWARD M. JEFFERSON, Chairman.
Federal Reserve Bank of New York, New York City.

Duties

- a. To study the progress made in visualized training, particularly the progress that has been made in the last six years.
- b. To attempt to evaluate the work that has been done from an educational standpoint.
- c. To make suggestions regarding the ways in which visualized training may be used effectively in industry and in commerce.

Class "A" Members

ABRAHAM & STRAUS, INC., Brooklyn, N. Y.	Mr. A. F. PICKERNELL
ACHEBON-GRAPHITE Co., Niagara Falls, N. Y.	Mr. ORRIN E. DUNLAP
AMERICAN BRIDGE COMPANY, Ambridge, Pa.	Mr. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City	Mr. S. H. RENTON
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y.	Mr. L. L. PARK
AMERICAN ROLLING MILL COMPANY, Middletown, Ohio	Mr. CHARLES R. HOOK
AMERICAN SALES BOOK CO., LTD., Niagara Falls, N. Y.	Mr. WALTER GREIG
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa.	Mr. J. A. HUNTER
AMERICAN TELEPHONE AND TELEGRAPH CO., 195 Broadway, N. Y.	Mr. K. W. WATERSON
AMERICAN TUBE & STAMPING COMPANY, Bridgeport, Conn.	Mr. E. C. MAYO
AMERICAN WOOLEN COMPANY, 245 State St., Boston, Mass.	Mr. JOHN BOVINGDON
ARMOUR & COMPANY, Chicago, Illinois	Mr. W. S. MACARTHUR
THE ATCHISON TOPEKA & SANTA FE RAILWAY COMPANY, Topeka, Kansas	Mr. F. W. THOMAS
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	Mr. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	Mr. P. C. STAPLES
BERGER MANUFACTURING Co., Canton, Ohio	Mr. J. H. WILSON
THE BILTON MACHINE TOOL COMPANY, Bridgeport, Conn.	Mr. C. E. BILTON
S. F. BOWSER & COMPANY, INC., Fort Wayne, Ind.	Mr. R. L. HEATON
THE BRIGHTON MILLS, Passaic, N. J.	Mr. H. V. R. SCHEEL
BRIDGEPORT BRASS COMPANY, Bridgeport, Conn.	Mr. ROBERT H. BOOTH
BROOKLYN EDISON COMPANY, INC., Brooklyn, N. Y.	Mr. W. N. FENNINGER
THE BULLARD MACHINE TOOL CO., Bridgeport, Conn.	Mr. S. H. BULLARD
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	Mr. F. H. DODGE
A. M. BYERS CO., Pittsburgh, Pa.	Mr. C. L. JAMISON
CARNegie STEEL CO., Pittsburgh, Pa.	Mr. JOHN MCLEOD
THE CHASE NATIONAL BANK, New York, N. Y.	Mr. ROBERT G. RODKEY
CHENEY BROTHERS, South Manchester, Conn.	Mr. C. C. BURLINGAME
CINCINNATI MILLING MACHINE COMPANY, Oakley, Cincinnati	Mr. FRED A. GEIER
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	Mr. W. H. MOULTON
COLUMBIA STEEL & SHAPING COMPANY, Pittsburgh, Pa.	Mr. E. L. PARKER
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	Mr. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	Mr. ARTHUR T. MOREY
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	Mr. C. R. LAMMERT
COSDEN & COMPANY, Tulsa, Okla.	Mr. C. M. FENSTERMAKER
THE CURTIS COMPANIES, INC., Clinton, Iowa	Mr. C. D. PERRIN
DENNISON MANUFACTURING CO., Framingham, Mass.	Mr. C. E. SHAW
DETROIT GEAR & MACHINE CO., Detroit, Mich.	Mr. A. W. COPLAND
DODGE MANUFACTURING CO., Mishawaka, Ind.	Mr. MELVILLE W. MIX
HENRY L. DOHERTY & COMPANY, 60 Wall St., New York, N. Y.	Mr. L. F. FULD
R. E. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill.	Mr. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan	Mr. L. G. MORELL
E. I. DUPONT DE NEMOURS & CO., Wilmington, Delaware	Mr. MAJOR F. O. WHITLOCK
DURHAM Hosiery MILLS, Durham, N. C.	Mr. W. W. SHAW
EASTERN MANUFACTURING COMPANY, Bangor, Me.	Mr. MISS ROSE L. SEARLES
EASTMAN KODAK CO., Rochester, N. Y.	Mr. P. W. TURNER
ELLIOTT-FISHER COMPANY, Harrisburg, Pa.	Mr. W. R. BUSCH
EQUITABLE LIFE ASSURANCE SOCIETY, New York, N. Y.	Mr. F. P. PITZER
FARMERS' LOAN & TRUST CO., New York, N. Y.	Mr. EDWIN S. MARSTON
FEDERAL RESERVE BANK OF CHICAGO, Chicago, Ill.	Mr. MISS ANNE DURHAM
FEDERAL RESERVE BANK OF NEW YORK, New York City	Mr. H. A. HOFF
FISK RUBBER COMPANY, THE, Chicopee Falls, Mass.	Mr. H. T. MARTIN
FORD MOTOR COMPANY, Detroit, Mich.	Mr. F. E. SEARLES
GENERAL ELECTRIC COMPANY, Schenectady, N. Y.	Mr. H. G. REIST
GENERAL MOTORS CORPORATION, Detroit, Mich.	Mr. H. H. RICE
GOODMAN MANUFACTURING COMPANY, Chicago, Ill.	Mr. A. B. BENEDICT
THE B. F. GOODRICH CO., Akron, Ohio	Mr. S. B. ROBERTSON
THE GOODYEAR TIRE & RUBBER COMPANY, Akron, Ohio	Mr. A. C. HORROCKS
W. R. GRACE & CO., New York, N. Y.	Mr. PAUL C. HOLTER
THE GRATON & KNIGHT MANUFACTURING CO., Worcester, Mass.	Mr. CHRISTOPHER SCAIFE
HARDSHAW ELECTRIC CABLE COMPANY, INC., Yonkers, N. Y.	Mr. J. W. SHREVE
H. J. HEINZ COMPANY, Pittsburgh, Pa.	Mr. HOWARD HELNE
THE HOOVER SUCTION SWEEPER CO., North Canton, Ohio	Mr. MARTIN L. PIERCE
GEORGE A. HORMEL AND COMPANY, Austin, Minn.	Mr. JAY C. HORMEL
JOSEPH HORNE COMPANY, Penn. & 5th Aves., Pittsburgh, Pa.	Mr. H. M. PHIFER
HYATT BEARINGS DIVISION, GENERAL MOTORS CORPORATION, New- ark, N. J.	Mr. H. E. K'BURG
ILLINOIS STEEL CO., Chicago, Ill.	Mr. T. W. ROBINSON
ROBERT H. INGERSOLL & BRO., New York City	Miss DORRITT OSANN
INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY, Chicago, Ill.	Mr. G. A. RANNEY
JONES & BAKER, New York, N. Y.	Mr. WILLIAM R. JONES
JONES & LAUGHLIN STEEL COMPANY, Pittsburgh, Pa.	Mr. A. L. McLAUGHLIN
KAUFMANN DEPARTMENT STORES, INC., Pittsburgh, Pa.	Mr. EDGAR J. KAUFMANN
KELLOGG, ANDREW H., Co., 141 East 25th St., New York, N. Y.	Mr. JAMES S. HERGES
KOPS BROTHERS, Irving Place and 16th St., New York City	Mr. VALDEMAR KOPS
S. S. KREBBE COMPANY, Detroit, Mich.	Mr. FRANK J. CAMPBELL
LARKIN COMPANY, Buffalo, N. Y.	Mr. WILLIAM R. HEATH
LINCOLN NATIONAL LIFE INSURANCE CO., Fort Wayne, Ind.	Mr. F. B. MEAD
LIQUID CARBONIC COMPANY, THE, Chicago, Ill.	Mr. EDWIN M. ROBINSON
JOHN LUCAS & COMPANY, INC., Philadelphia, Pa.	Mr. ALFRED V. BOWEN
WILLIAM H. LUDEN, Reading, Pa.	Mr. A. N. BOVEY
LUKENS STEEL COMPANY, Coatesville, Pa.	Mr. CHAS. L. HOUSTON
R. H. MACY & CO., New York, N. Y.	Mr. A. S. DONALDSON
THOMAS MADDOCK'S SONS COMPANY, Trenton, N. J.	Mr. O. C. SHORT
MARSHALL WELLS CO., Duluth, Minn.	Mr. W. F. ARNDT
THE MERCHANTS' LOAN AND TRUST COMPANY, Chicago, Ill.	Mr. C. E. ESTES
MESTA MACHINE COMPANY, Pittsburgh, Pa.	Mr. E. F. HARRIS

Class A Members—Continued

METROPOLITAN LIFE INSURANCE Co., New York, N. Y.	DR. LEE FRANKEL
MONTGOMERY WARD & Co., Chicago, Ill.	MR. F. E. WEAKLY
THE MOUNTAIN STATES TELEPHONE & TELEGRAPH Co., Denver, Colorado	MR. R. B. BONNEY
NATIONAL CASH REGISTER Co., Dayton, O.	MR. H. G. CARNELL
NATIONAL TUBE COMPANY, Pittsburgh, Pa.	MR. TAYLOR ALDERIDGE
NEW ENGLAND TELEPHONE & TELEGRAPH COMPANY, Boston, Mass.	MR. THOMAS J. FEENEY
THE NEW YORK EDISON COMPANY, Irving Place and 15th St., New York City	MR. ARTHUR WILLIAMS
NEW YORK TELEPHONE COMPANY, New York, N. Y.	MR. H. W. CASLER
NORDYKE & MARMON Co., Indianapolis, Indiana	MR. HAL L. PUNDY
NORTH TONAWANDA MUSICAL INSTRUMENT WORKS, No. Tonawanda, N. Y.	MR. S. C. WOODRUFF
NUNNALLY Co. (THE), Atlanta, Georgia	MR. W. F. ISON
ONEIDA COMMUNITY, LTD., Oneida, N. Y.	MR. A. M. KINSLEY
OTIS ELEVATOR COMPANY, 11th Ave. and 26th St., N. Y. City ..	MR. JOHN C. KNAFF
PACKARD MOTOR CAR COMPANY, Detroit, Mich.	MR. F. L. JANDRON
PENNSYLVANIA RAILROAD Co., THE, Altoona, Pa.	MR. J. H. YODER
THE PEOPLES GAS LIGHT & COKE Co., Peoples Gas Bldg., Michigan Boulevard, Chicago, Ill.	MR. O. E. NORMAN
PHILADELPHIA COMPANY, Pittsburgh, Pa.	MR. D. W. K. PRACOCK
PHILADELPHIA RAPID TRANSIT Co., Philadelphia, Pa.	MR. R. R. RAY
PHOENIX MUTUAL LIFE INSURANCE COMPANY, Hartford, Conn.	MR. C. E. JOHNSTON
THE PIERCE ARROW MOTOR CAR Co., Buffalo, N. Y.	MR. E. H. F. COLEMAN
PITTSBURGH IRON & STEEL FOUNDRIES COMPANY, Pittsburgh, Pa.	MR. ERL C. B. GOULD
PITTSBURGH RAILWAYS COMPANY, Pittsburgh, Pa.	MR. CECIL G. RICE
POLICE DEPARTMENT—CITY OF NEW YORK, 240 Center St., New York City	INSPECTOR ALFRED W. THOR
PORTSMOUTH COTTON OIL REFINING CORPORATION, Portsmouth, Va.	MR. H. ASPEGREN
PRATT & WHITNEY Co., Hartford, Conn.	MR. E. E. FOWLER
PRESSED STEEL CAR COMPANY, Pittsburgh, Pa.	MR. J. B. RIDER
THE PROCTOR & GAMBLE Co., Cincinnati, Ohio	MR. G. H. MCCLAIN
THE PRUDENTIAL INSURANCE COMPANY OF AMERICA, Newark, New Jersey	MR. FRED W. TASNEY
THE PUBLIC SERVICE CORPORATION OF N. J., Newark, N. J.	MR. JOHN L. CONOVER
THE RAND COMPANY, North Tonawanda, N. Y.	MR. JAMES H. RAND
W. T. RAWLEIGH COMPANY, Freeport, Ill.	MR. W. T. RAWLEIGH
THE REPUBLIC IRON & STEEL COMPANY, Youngstown, Ohio	MR. E. R. ROSE
THE H. M. ROWE COMPANY, Baltimore, Md.	DR. H. M. ROWE
F. S. ROYSTER GUANO COMPANY, Royster Bldg., Norfolk, Va.	MR. C. M. SCHULTZ
THE SCHWARZENBACH, HUBER Co., West Hoboken, N. J.	MR. H. RUEGG, JR.
SCOVILL MANUFACTURING Co., Waterbury, Conn.	MR. ROBERT E. PLATT
SERVICE MOTOR TRUCK COMPANY, Wabash, Indiana	MR. PAUL MOORE
SHEPARD ELECTRIC CRANE & HOIST COMPANY, Montour Falls, N. Y.	MR. W. G. CATLIN
GEO. W. SMITH & Co., 49th St. and Botanic Ave., Philadelphia, Pa.	MRS. ARTHUR D. SMITH
THE SOLVAY PROCESS COMPANY, Syracuse, N. Y.	MR. E. R. BLINN
SOUTHERN BELL TELEPHONE AND TELEGRAPH COMPANY, Atlanta, Ga.	MR. KENDALL WEISBERG
SOUTHWESTERN BELL TELEPHONE SYSTEM, St. Louis, Mo.	MR. H. D. MCBRIDE
THE SPIRELLA COMPANY, INC., Niagara Falls, N. Y.	MR. W. W. KINCAID
STANDARD OIL COMPANY OF CALIFORNIA, San Francisco, Cal.	MR. R. C. WARNER
JOHN B. STETSON COMPANY, Philadelphia, Pa.	MR. MONT H. WRIGHT
STRAWBRIDGE & CLOTHIER, Market, Eighth and Filbert Sts., Philadelphia, Pa.	DR. HERBERT J. TILY
SUBMARINE BOAT CORPORATION, Newark, N. J.	MR. HARRY H. TUKEY
SUCCESSFUL FARMING, Des Moines, Iowa	MR. LAURENCE W. LANE
SWIFT & COMPANY, Union Stock Yards, Chicago, Ill.	MR. E. L. WARD
THE TABULATING MACHINE COMPANY, New York, N. Y.	MR. ROBERT L. HOUSTON
TENNESSEE FURNITURE CORPORATION, Chattanooga, Tenn.	MR. JAMES M. ALEXANDER
THE TEXAS COMPANY, 17 Battery Place, New York City	DR. L. H. CANFIELD
THE TRAVELERS' INSURANCE Co., Hartford, Conn.	MR. LOUIS DENNISON
UNITED SHOE MACHINERY CORPORATION, Albany Bldg., Boston, Mass.	MR. CHAS. T. CAHILL
U. S. LIGHT & HEAT CORPORATION, Niagara Falls, N. Y.	MR. H. H. KNAFF
UNIVERSAL PORTLAND CEMENT COMPANY, Chicago, Ill.	MR. ROBT. J. YOUNG
THE WARNER BROTHERS COMPANY, Bridgeport, Conn.	MR. GEORGE L. WARREN
THE WARNER & SWASEY COMPANY, Cleveland, Ohio	MR. FRANKLIN T. JONES
WASHBURN-CROSBY COMPANY, Minneapolis, Minn.	MR. A. E. SIVERLING
WELLS FARGO NEVADA NATIONAL BANK, San Francisco, Cal.	MR. F. L. LIPMAN
WESTERN ELECTRIC COMPANY, 195 Broadway, New York City ..	MR. J. W. DIETZ
WESTERN UNION TELEGRAPH Co., 195 Broadway, New York, N. Y.	MR. J. K. BRUGLER, JR.
WESTINGHOUSE AIR BRAKE COMPANY, Wilmerding, Pa.	MR. O. W. BUENTING
WESTINGHOUSE ELEC. AND MFG. Co., East Pittsburgh, Pa.	MR. CARL S. COLER
WINCHESTER REPEATING ARMS COMPANY, New Haven, Conn.	MR. HUGO DIEMER
WORTHINGTON PUMP & MACHINERY Co., New York City	MR. FRANCIS FARWELL
YALE & TOWNE MFG. Co., Stamford, Conn.	MR. J. B. CHALMERS
YAWMAN & ERBE MANUFACTURING COMPANY, Rochester, N. Y.	MR. LADSON BUTLER
THE YOUNGSTOWN SHEET & TUBE Co., Youngstown, Ohio	MR. R. M. WELCH

National Association of Corporation Training

Headquarters, 130 East 15th Street, New York, N. Y.

Proceedings of first annual convention The National Association of Corporation Schools, including proceedings of the organizing convention, about 440 pages, cloth bound. Price to Class "A" members, \$2.50. Price to other than Class "A" members, \$5.00.

Proceedings of the second annual convention of The National Association of Corporation Schools, including reports and bibliographies, 702 pages, cloth bound. Price to Class "A" members \$2.00; to libraries and colleges, \$3.50; to other than members, libraries and colleges, \$5.00.

Proceedings of the third annual convention of The National Association of Corporation Schools, including charts, maps and tables, about 1,000 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$7.50.

Proceedings of the fourth annual convention of The National Association of Corporation Schools, including charts, maps and tables, about 800 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$7.50.

Proceedings of the fifth annual convention of The National Association of Corporation Schools, including charts, maps and tables, about 900 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$10.00.

Sixth Annual Report of The National Association of Corporation Schools: 400 pages, cloth bound, including charts, maps and tables. Price to Class "A" members, \$2.00; to libraries and colleges, \$3.00; to other than Class "A" members and colleges, \$5.00.

Proceedings of the seventh annual convention of The National Association of Corporation Schools, including sub-committee reports, discussions, bibliographies, etc., 823 pages, cloth bound. Price to Class "A" members, \$5.00; to libraries and educational institutions, \$8.00; to other than Class "A" members, libraries and educational institutions, \$12.00.

Proceedings of the Eighth Annual Convention of The National Association of Corporation Schools, including sub-committee reports, discussions, bibliographies, etc., 822 pages, cloth bound. Price to Class "A" members, \$6.00; to libraries and educational institutions, \$10.00; to other than Class "A" members, libraries and educational institutions, \$15.00.

Monthly Bulletins of The National Association of Corporation Schools for the year 1917, cloth bound—\$2.50.

Monthly Bulletins of The National Association of Corporation Schools for the year 1918, cloth bound—\$2.50.

Monthly Bulletins of The National Association of Corporation Schools for the year 1919, cloth bound—\$3.00.

Remittance should accompany order, as the Association does not desire to open special accounts. Make remittances to the order of the Treasurer.
Send all orders to the Managing Director.